

Leadership is practiced not so much in words as in attitude and in actions.- Harold Geneen

Whom God would sorely vex, He endows with abundant good sense. Yiddish proverb

Give a person a fish they eat for one day; teach that person how to fish they can eat for life; teach that person to sell the fish and they move to Beverly Hills, buy a Bentley and feed more people than you can think of

You can't lead a cavalry charge if you think you look funny on a horse.- John Peers

A man advertised in a local paper: For Sale: Dead Army Mule: Ten dollars. Much to the owners surprise a buyer showed up and paid him the ten dollars, loaded up the mule and drove away. (That's Sales)

The buyer then took an ad of his own in the same newspaper: Buy a raffle ticket to win an Army Mule: Completed his tour of duty: Now available. Raffle ticket one dollar. Within days over 500 people sent him a dollar hoping to win the mule. When the winning ticket was drawn and the winner discovered the mule was dead, he demanded his dollar back. The original owner gladly refunded the dollar, pocketed 499 bucks and went on his way. (That's marketing)

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From the media

Israel bans iPad

Israeli custom officials have stated they will not allow the import of Apple's iPad because its wireless capability could disrupt other users' wireless connections.

According to Macworld.com.au, despite Apple's marketing department working overtime in the past few months to promote the new product, Israeli customs is adamant that the product may cause problems to consumers of existing Wi Fi products.

While the customs officials admitted that a number of iPads had already made it into Israel, any more found would be confiscated but will be held for a storage fee at the expense of the owners until they leave the country.

Twitter has rolled out an advertising platform, which it is calling "Promoted Tweets." The company, which has drawn scrutiny over the years for its lack of a revenue model, is launching the new program with ad partners that include Red Bull, Sony Pictures, Starbucks and Virgin America.

UK shoppers prefer online retailers

An increasing number of consumers in the UK are regularly buying products online, and often view the service they receive as being superior to that available on the high-street.

Likemind, the communications agency, partnered with Vision Critical, the research firm, to survey 2,000 shoppers in the country in order to gain an insight in to their current attitudes and activities.

Overall, 88% of respondents were found to have bought goods using the internet in 2009, compared with 96% who had made purchases in stores in the same period.

More specifically, 48% of participants argued that the level of customer service was better on the web than in bricks-and-mortar outlets.

This opinion reached a peak among members of the panel over the age of 55 years old, who are often perceived as being the slowest cohort to adopt new digital behaviours.

Elsewhere, contributors also displayed converging preferences with regard to their online and offline experiences, according to the Likemind/Vision Critical study.

As such, whichever channel they were using, the ability to easily locate information and products, and the quality and speed of service, were the key metrics used to evaluate the performance of retailers.

Two-thirds of those polled reported that receiving disappointing service had led them to change their mind about buying something, while a similar number said the same when the service had been too slow.

Brand Republic

Deezer signs deal with McDonald's

France-based music streaming service Deezer has signed a deal with McDonald's, that will see its Soundeezer unit to provide customised streaming music playlists for its restaurants in the country, Billboard reported. "This new original and targeted music offer brings an answer to the needs of our consumers looking for an experience beyond catering," said McDonald's vice president Nawfal Trabelsi.

Virgin continues to lead mobile phone customer satisfaction

In the six months to January 2010, Virgin continued to lead mobile phone customer satisfaction, with 80.2% of customers being "very" or "fairly" satisfied with their service, followed by Vodafone (75.7%), slightly ahead of 3 Mobile (75.2%) for the first time in the survey period. The overall industry satisfaction has remained relatively stable at 67.9%.

www.roymorgan.com.au/

Four out of the five major mobile phone market players have improved their customer satisfaction ratings in the six months to January 2010 compared to the six months to August 2009, with Virgin (up by 10.7 %pts), Vodafone (up by 10.4 %pts), 3 (up by 5.3 %pts) and Optus (up by 4.0 %pts). This increased the gap between them and the market leader, Telstra (60.3%), who continued to fall behind the industry average (67.9%) and was the only major company to record a drop in satisfaction over the survey period.

WD-40 launches fragrance

WD-40 has expanded its product range to include a new aftershave after being inundated with requests from male, and female, users who love the smell.

The global brand has launched the new product 'to ensure its products are not only in every shed, garage and toolbox, but now in the bedroom'.

Despite being new to the fragrance market WD-40 is confident of its success. A spokesman said, "This is a market we've long considered launching a product in.

"The aftershave will reflect the typical WD-40 consumer; being tough, sensitive and relevant for a variety of occasions.

"It will be available in the famous blue and yellow can, and, like our standard multi-purpose product, with the new smart straw option for those who require a more precise spray."

New campaign to promote Telstra T-Hub

Telstra is rolling out a major integrated campaign to promote the Telstra T-Hub, a home phone with mobile style applications, which it's billing as a "revolution" for the home phone.

The campaign, created by Three Drunk Monkeys with media by OMD Sydney, will run across TV, digital, print, inserts, outdoor, DM and POS features the inventor of the telephone, Alexander Graham Bell.

Telstra has also launched teaser outdoor ads across AdShel sites
www.adnews.com.au

Cadbury plans to launch branded cafes in UK

Kraft Foods is set to support the roll out of a national chain of Cadbury-branded cafes to compete against high street coffee shops such as Costa Coffee and Starbucks.

Cadbury denied that the move, which could see up to 60 Cadbury Cocoa House-branded cafes open in the UK over the next five years, had been green-lighted by Kraft but admitted discussions were taking place.
A spokesman for Cadbury said: "This is still at an early stage. We are still looking at concepts."

P&G, COKE launch green digital campaigns

Coca-Cola and Procter & Gamble are both making greater use of digital media to promote their sustainability credentials to consumers.

Coca-Cola is seeking to draw attention to its alliance with Ocean Conservancy, an organisation that aims to protect the marine environment, in the run-up to Earth Month.

In an effort to achieve this objective, the company has built an application that will allow members of Facebook to "oceanise" pictures so that they appear to have been taken underwater.

Whenever a user of the social network sends this application to one of their friends, Coca-Cola will give \$1 (€0.73; £0.64) to Ocean Conservancy, with a maximum commitment of \$200,000.

Print and online advertising will support this scheme, featuring taglines such as "71% of the Earth's surface is ocean. Shouldn't 100% of it be clean?"

More broadly, Coca-Cola is planning to "match" the donations made to Ocean Conservancy by participants in its MyCokeRewards online loyalty programme, to a potential value of \$50,000.

Procter & Gamble, launched its Future Friendly marketing campaign in the US in March, with the goal of providing information about saving energy and water to 50 million customers.

It has now announced a tie-up with the National Geographic Society to produce bespoke educational materials on the topic, which will be made available on its dedicated website and via Facebook.

US lawsuits against China drywalls

A United States federal judge has dropped a bombshell on the Chinese drywall sector in a ruling that could require intervention of the Chinese and United States governments as the repair bill for homes damaged by the presence of the building material may reach billions of dollars.

In a 108-page ruling issued on April 8 on behalf of seven homeowners in Virginia, Judge Fallon awarded more than US\$481,000 to one family alone. The judge has been presiding in New Orleans over a consolidated class action lawsuit known as the "Chinese-Manufactured Drywall Products Liability Litigation" which combines several lawsuits from different US states.

The ruling could lead to a flood of lawsuits in US state courts
www.atimes.com

Starbucks targets major growth in China

Starbucks, the coffee house chain, is planning to open "thousands of stores" in China in the future, as part of a broader plan to strengthen its position in Asia Pacific.

China, India and Vietnam will be among the company's main target markets going forward, according to Howard Schultz, its CEO.

"We are still at the embryonic stages of what Asia will be for the company," he said. "Asia clearly represents the most significant growth opportunity on a go-forward basis."

Starbucks currently runs 376 outlets in China, the first of which was opened in Beijing in 1999, but it is making no assumptions about the likelihood of its success in the country.

Twitter ap for BlackBerry

Twitter and Research In Motion have released an official application for BlackBerry users to interact with the popular microblogging and social networking site.

The two companies worked together to develop the free application, according to Kevin Thau, from Twitter's mobile products and partnerships team.

The application features real-time push of Twitter direct messages, browser integration for Web links in "tweets," an interface whose look-and-feel can be customised, recognition of Twitter @usernames linked to the users' profiles and a search engine.

Evian takes viral mega-hit roller babies to TV

After 10 months, a grand total of 102 million views, 130,000 comments and 500,000 Facebook fans, Evian is finally putting its babies to work on TV. The ads started running in the Los Angeles market this week and New York this summer, a change in strategy for what had been an entirely online campaign, at least in the U.S.

Heloise Hooton, a spokeswoman for Euro RSCG in Paris, said the video has appeared on TV in France and Belgium, and also began airing in the U.K. earlier this year.

That means Danone is finally putting a significant budget behind Evian's campaign. It may also mean that the company is seeing the limits of its online video strategy on actual sales. "While we are expanding into traditional media in order to broaden even further the reach of the 'Live Young' campaign, online remains a major pillar of our strategy," said Jerome Goure, VP-marketing at Danone.
AdAge.com

Fanta to launch global campaign to lift sales

Coca-Cola is to roll out its first global campaign in five years for the Fanta brand to tempt consumers to 'Grab a Taste of Friday', with the UK set for an advertising, experiential and promotional blitz.

The global occasion-based activity aims to encourage consumers to re-appraise the brand following a drop in sales.

The activity spans TV, led by the Fanta team and Ogilvy Paris, as well as outdoor, on-pack, experiential and digital activity.

It aims to promote the less serious attitude of the brand and give Fanta the chance to engage with its core audiences of mums and teens in a fun and entertaining way. The ad includes the soundtrack from a Ting Tings track.

New pack designs for Fanta

Fanta is also launching new pack designs, by Epoch Design. In the run-up to the summer there will also be an on-pack promotion on two litre bottles and special offer cards will be inserted in six-packs.

Lonely Planet publishes \$19.99 iPad app

Lonely Planet has created an app for Apple's new iPad that costs \$19.99 (£13.20) and showcases 1,000 travel experiences.

The 1,000 Ultimate Experiences app will allow iPad users to view Lonely Planet's recommended "experiences" through images, video and insights from its leading travel authors.

Inspired by the bestselling Lonely Planet book '1,000 Ultimate Experiences', the app has re-invented the experience of reading a Lonely Planet guide as a deck of cards allowing users to swipe through the top 1,000 ideas, places and activities to inspire their next trip.

The main features of the app include editorial content, professional photography from Lonely Planet Images' collection, Lonely Planet TV videos and the capacity for users to share their favourite experiences with friends. It will not carry advertising.

Lonely Planet's Discover guides – a new full-colour series to help travellers take in the "must see" parts of new destinations, is in development for the iPad in iBook format.

Titles will include Great Britain, Italy, Spain, France and Ireland.

Synovate Becomes First Market Research Agency to Receive ISO 20252 Certificate in Thailand

Synovate, a leading global market intelligence firm, is the first market research agency in Thailand to receive ISO 20252, the international Market Research Standards certification.

The ISO 20252 Market Research best practice standard is driven by the global market research industry and professional / trade associations, including the European Society for Opinion and Market Research (ESOMAR) and Market Research Quality Standards Association (MRQSA).

This standard provides an internationally recognised framework and common level of quality for market research across the globe.

Quantifying Social Results

Marketers split on whether social media will deliver measurability

Online marketers care about measurability. Six in 10 respondents to Datran Media's "4th Annual Marketing & Media Survey" said measuring and understanding their audience was a priority, and more than 87% said accurate online audience measurement was at least somewhat important for driving increased brand awareness, revenues or performance.

Bringing hard metrics to the realm of social media remains a challenge, however, with marketers worldwide in disagreement over whether 2010 will be the year they see quantifiable results from their efforts. Just over one-half think they will, but nearly four in 10 are unsure.

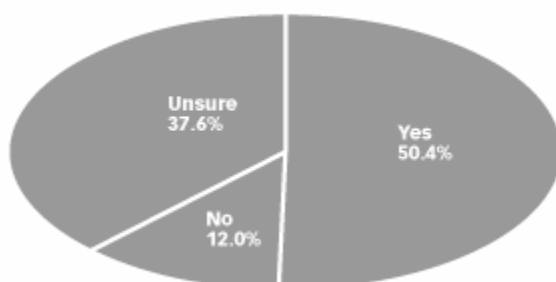
For the few marketers who do attempt to apply quantitative measures to their social marketing efforts, the metrics they use are not terribly sophisticated," They do not invest sufficient time, effort or money on social media measurement.

The leading metrics used to measure social success focus on increased site traffic, which can be an important barometer of consumer interest for a brand but on its own it cannot justify heavier investment in social media.

Datran's respondents—who are heavily invested in the social space, with about 72% having Facebook and Twitter profiles—were most likely to track all their online campaigns based on clicks (72%), conversions (59.2%) and impressions (58.4%). Conversions were considered the most important metric to track.

There is a leap, however, between finding appropriate metrics and monitoring them on the one hand, and quantifying results on the other. Marketers must tie the social metrics they settle on directly to business goals, such as increased sales and leads, before social media return on investment can be quantified.

Marketers Worldwide Who Believe Social Media Will Generate Quantifiable Results in 2010 (% of respondents)



Source: Datran Media, "4th Annual Marketing & Media Survey," April 1, 2010

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www.eMarketer.com

Comparative Estimates: Leading Metric Used by Marketers to Measure Social Media Marketing Success, 2009 (% of respondents)

	#1 measurement method used	% of respondents
Bazaarvoice and The CMO Club, Dec 2009	Site traffic	•76% of CMOs worldwide
Econsultancy and bigmouthmedia, Nov 2009	Direct traffic to Website	•64% of companies worldwide
Equation Research, Aug 2009	Tracking Website hits	•62% of US brand marketers •64% of US ad agencies
MarketingSherpa, Dec 2009	Increased Website traffic	•58% of US marketers in trial phase •76% of US marketers in transition phase •88% of US marketers in strategic phase
Shop.org and Forrester Research, Oct 2009	Click-throughs to a retail site	•60% of US online retailers

Source: various, as noted, 2009

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www.Marketer.com

Big W breaches of the children's nightwear code.

Big W will make a contribution of \$200,000 to the Sydney Children's Hospital, Randwick and \$200,000 to a major research program into the mandatory safety standard after breaches of the children's nightwear code.

The funding follows a major recall of children's nightwear by Woolworths Limited, trading as Big W, and its supplier Vinetex & Co Pty Ltd.

The companies have given the Australian Competition and Consumer Commission court-enforceable undertakings after supplying and selling a range of children's nightwear products that had incorrect fire labelling.

Twitter readies 'significant' redesign

Twitter is to undergo a major redesign as it looks to capitalise on its worldwide appeal and pinch market share from rival social network sites.

Details of the redesign have been disclosed as a breakdown of Twitter's audience is revealed, with more than half living outside the US.

Doug Bowman, Twitter's creative director, posted a picture online showing a new-look Twitter page that indicates that a key element of the overhaul will be the use of more statistics.

It is unclear at this stage what other changes will be introduced by the microblogging site.

Twitter scores in India

Twitter has also scored in India, where signups have increased nearly 100% since the beginning of 2010, due in part, says Sanford, to politicians like Shashi Tharoor and Bollywood mega-stars Sharukh Khan, Priyanka Chopra and Abhishek Bachchan.

In India, Twitter partnered with India's largest carrier, Bharti Airtel, to ensure that a large portion of the country's 550 million mobile phone users could send and receive tweets via SMS at standard rates.

Twitter has been doing similar deals with carriers in Indonesia and Haiti to bring Twitter to as many people in as many places as possible.

Wal-Mart reinforce reputation as a discount leader

Wal-Mart Stores Inc. is cutting prices on thousands of products in an aggressive campaign to reinforce its reputation as a discount leader, as the company seeks to reverse months of slowing U.S. sales.

The world's largest retailer was a rare beneficiary of the economic downturn, as large numbers of bargain-hungry Americans, including many middle-class families, flocked to its supercenters from supermarkets and specialty clothing stores.

Wal-Mart's sales at U.S. stores open a year or more have edged lower recently, while other retailers have started to see an uptick in consumers' discretionary spending. That suggests to some analysts that Wal-Mart is having trouble hanging on to middle-class shoppers.

Wal-Mart says that it isn't so. Its executives attribute the chain's slowing sales to a general decline in food and electronics prices, a trend they say has begun to ease.

The company says it believes that, despite increasing consumer optimism, many Americans will continue to struggle in the months ahead. So, it is cutting prices this week on roughly 10,000 items, mostly food and other staples. The company declined to specify the sizes of the cuts.

Wal-Mart is publicising its price cuts with a barrage of placards in the aisles of its 3,700 U.S. stores and a media campaign describing how the company's cost-cutting moves, such as combining shipments so its trucks carry full loads, translate into savings for consumers.

Inflation soars in India

India's inflation rate crept closer to double digits, boosting chances of another interest rate hike to prevent the world's second fastest-growing economy from overheating.

Annual wholesale price inflation, the main cost-of-living measure, edged up to 9.90 per cent in March, holding at a 17-month high, according to commerce ministry figures.

What I learned from my first job

One of the good discussions on one of the LinkedIn sites is "What I learned from my first job."

Here is a recent (only partly tongue in cheek) contribution.

1. The real difference between you and your boss is small. He/she is great and you are small
2. Bosses combine genetic superiority with extra cleverness to become bosses.
3. There are people who genuinely like the boss – somewhere.
4. The people who very much like the boss, where your work, are warm and admiring people. You are alone in your puzzlement of this
5. Bosses do not make actual mistakes.

6. On the occasion it appeared you were right after all – this was only the boss “pushing some boundaries and thinking outside the square” And they were not advised well by you.
7. Bosses can make new rules and policies instantly, without much apparent effort or appreciation of the real job, because of 1, 2 and 5 – at least.
8. The boss was already ahead of you with that “New idea” after all
9. Never laugh at the boss until he/she has been replaced by you.
10. Always bring the boss new problems that can easily be fixed. Keep the others to yourself – he/she is busy and wants you to show you can solve them yourself

Samsung rejects misrepresentation in South Africa

Samsung has issued a press statement responding to a story that it had been caught misrepresenting its eco credentials to South African consumers.

Samsung Electronics South Africa (Pty) Ltd has noted the recent ruling by the Advertising Standards Authority of South Africa (ASA) and believes that the ASA has adopted a different interpretation to what was intended.

Samsung denies attempting to mislead consumers on its environmental credentials. The awards highlighted in the brochure in question were awarded to Samsung as an organisation and not to one individual division. It serves as a global statement and recognition of Samsung’s commitment to innovation and design of environmentally friendly products.

Samsung believes the messages communicated are clear and consistent and as an organisation does not feel that it is misleading in any way. Herman Manson, in a recent article on the issue in Bizcommunity correctly noted that the eco-labels in question were awarded to a limited number of Samsung home appliances.

Samsung will ensure to be mindful of the interpretation of the ASA when devising future campaigns.

Samsung Electronics makes a consistent effort to develop environment-friendly products that minimise the negative impacts on the environment in every aspect of its products, from raw material procurement, production, transportation, usage and final disposal. Concerns for the environment are at the core of each product development. Samsung’s environment-friendly technologies and recycling programmes have received global approval, receiving well-known awards and recognitions worldwide.

McNugget backlash

Is fast food on the run from Jamie Oliver?

The experiment that TV chef and raconteur Jamie Oliver says “always works” to turn kids off processed food failed in Huntington, W.Va., where the obesity rate is above the national average.

When he showed children how chicken nuggets are made -- grinding up the least desirable parts of a bird, gloppily straining out the bones, and adding flavourings and fillers -- he expected them to refuse to eat them. Instead, after having cried “ewww!” and “gross!” they each asked for a patty, answering his bewilderment with: “We’re hungry!”

While the stunt missed the mark on his Food Revolution TV show, it hit home for many kids and parents. One blog post on the topic, in which the author said her kids had watched and decided never to eat a chicken nugget again, was still the most popular post on the site days later.

Though part of Oliver's stunt was pure fiction -- "Thankfully, chicken nuggets in this country are not made this way," he clarified before heading off to cleave a carcass into pieces -- it's part of a wider movement that's calling out processed fake food by name and calling for it to be eliminated from children's diets. One target is the cheap, low-quality fare in fast food restaurants. Another is the lunches sold, and subsidised with tax dollars for low-income families, in school cafeterias.

See full article from DailyFinance: <http://srph.it/bZZ0Bn>

ESOMAR Research World

The current issue of ESOMAR Research World is largely about one of the biggest trends in market research to occur during the past 10 years. No it's not about Social Media, DIY, or any other cool new methodology like text mining. It's about much larger yet much quieter trend, offshoring.

As part of April issue the FTO (Foundation for Transparency in Offshoring) was allowed to submit an 800 word by-lined article about the organisation and its mission. Two responses/rebuttals to the article are also published in the issue, including one from Diane Bowers of CASRO. ESOMAR members can click the image below to log in and read the entire issue.

Daimler-Benz

Daimler-Benz learned its lesson about lashing its Mercedes-Benz brand identity to that of an inferior automaker through its disastrous acquisition of Chrysler more than a decade ago, and the unravelling of their merger a few years ago.

Consumers worldwide didn't care about the under-the-hood and back-office synergies created by the deal; it just didn't sound right to try to reconcile the brand images of the high-tech, quality-conscious, upscale Daimler and the quality-challenged, lunch-bucket Chrysler brands.

Visa targets students with online game

Visa, in collaboration with Business Educators Australia (BEA), has launched a free online game targeting students.

The game, Financial Football, encourages players to compete by answering financial questions in order to pass the ball and score goals. The site includes a 'pre-game' section to explain commonly used financial terms.

Ryanair is charging \$1.50 to use the bathroom.

What more can be said – go to the loo before you fly – or use a better airline

United Airlines and US Airways in merger talks

United Airlines and US Airways are in merger talks . The proposed deal would result in one of the biggest airlines in the world. The merger is motivated on both sides with an eye towards lowering costs that are crippling the over-saturated airline industry.

This is not the first courting between the two airlines. They've tried several times in the past ten years, and actually announced a pending \$4.3 billion deal in 2000. It was so strongly disputed by unions and the Justice Department that the airlines retreated. Another round of negotiations in 2008 also failed to materialise into a merger.

HP does tablets - too

Hewlett-Packard wants you to know that the iPad isn't the only tablet device out there. Concurrent with Apple's release, HP has rolled out this 30-second demo showing all the cool stuff it's Slate gizmo does. The Slate is likely to be priced at US\$549, more expensive than the cheapest iPad (which is US\$499). HP, which once licensed Apple's iPod, clearly has its work cut out for it, but it's clear that the industry is no longer flat-footed when confronted by Apple's new high-profile releases.

People turn-offs in brand advertising

35% of Americans say that they have chosen not to purchase a certain brand because they find the ads distasteful and an additional 22% say they not done this, but have thought of doing so. 43% say they have never done this.

Why People Choose Not To Purchase Certain Brands (Base: All U.S. Adults; % Of Respondents)					
Have you chosen NOT to purchase?...	Yes (net)	Yes, in the past year	Yes, more than one year ago	No, but I have thought of doing so	No, I have never done so
I found the advertisements distasteful.	35%	22%	14%	22%	43%
I didn't like the spokesperson it used.	28	17	11	22	50
I did not like a program or event sponsored by the brand	27	15	12	20	52

Source: Harris Poll, March 2010

28% of Americans say they have chosen to not purchase a brand because they did not like the spokesperson it used, while 22% say they have not done so, but thought of doing it, and 50% say they have never done so. While 52% say they have not done so, 27% of Americans say they did not purchase a certain brand because they did not like a program or event sponsored by the brand and 20% have thought of doing so.

Why People Choose NOT To Purchase Certain Brands (Gender and Age; % of Category saying "Ever Done So")

Why People Choose NOT To Purchase Certain Brands (Gender and Age; % of Category saying "Ever Done So")							
Reason for Not Purchasing	Total	Gender		Age			
		Men	Women	18-34	35-44	45-54	55+
I found the advertisements distasteful.	35%	35%	36%	37%	34%	32%	37%
I didn't like the spokesperson it used.	28	32	25	29	24	27	30
I did not like a program or event sponsored by the brand.	27	29	22	26	26	26	30

Source: Harris Poll, March 2010

The more education one had, the more likely they are to say they have not purchased something. 43% of college graduates have not purchased a brand because they found the advertisements distasteful compared to 29% of those with a high school education or less. 33% of college grads say they have not purchased a brand because they didn't like the spokesperson compared to 23% of those with a high school education or less.

The spokesperson makes a difference for those at different income levels. One-quarter of those with a household income of under \$50,000 a year say they did not purchase a certain brand because they did not like the spokesperson

used compared to 28% of those with a household income of between \$50,000 and \$74,999 a year and one-third of those with a household income of \$75,000 a year or more. Why People Choose NOT To Purchase Certain Brands (Education and Income; % of Category Saying "Ever Done So)

Why People Choose NOT To Purchase Certain Brands (Education and Income; % of Category Saying "Ever Done So)								
		Education			Household Income			
	Total	HS or less	Some college	College grad	< \$35k	\$35k-\$49.9k	\$50k-\$74.9k	\$75k+
I found the advertisements distasteful.	35	29	37	43	36	30	35	39
I didn't like the spokesperson it used.	28	23	31	33	25	25	28	33
I did not like a program or event sponsored by the brand.	27	24	27	33	28	22	26	30

Source: Harris Poll, March 2010

The report concludes by noting that certain things, whether it is the voiceover in an ad, the concert or sporting event the brand sponsors or even the general tone of the advertisement, consumers can be turned off to a brand. These reasons have nothing to do with the actual brand, product or service, but are things that advertisers and marketers must consider each and every time they are pulling together storyboards for their next campaign. What is also difficult is when a long-time spokesperson becomes involved in something scandalous. Each brand they endorse must make the difficult decision of whether to "break-up" with the spokesperson over that scandal or attempt to ride it out and not have consumers flee the brand.

Harris Interactive, - www.news.harrisinteractive.com.

Australian retail sales fell 1.4% in February 2010

The latest ABS retail trade figures show that sales in February fell 1.4%, seasonally adjusted, compared with a rise of 1.1% the previous month.

Sales fell, in seasonally adjusted terms, across five industry groups: Department Stores (-3.9%), Clothing, Footwear & Other Personal Accessory Retailing (-3.9%), Food Retailing (-1.7%), Household Goods Retailing (-1.3%) and Other Retailing (-0.8%). Sales rose in Cafes, Restaurants & Takeaway Food Services (1.8%).

NSW (-2.5%) recorded the biggest decline in sales in February, followed by South Australia (-1.7%), Western Australia (-1.4%), Victoria (-0.9%), the Australian Capital Territory (-0.9%) and Queensland (-0.8%). Sales in Tasmania (1.5%) and the Northern Territory (0.8%) rose in February 2010.

Trend turnover for February 2010 rose 0.1%.

Further information is available in Retail Trade, Australia (cat no. 8501.0) on the ABS website www.abs.gov.au

AOL to sell, or shut down, Bebo

AOL is selling, or shutting down, Bebo, the networking site it bought in 2008 – for \$850 million.

A recent internal AOL memo summed it up: "It is clear that social networking is a space with heavy competition, and where scale defines success. Bebo, unfortunately, is a business that has been declining and, as a result, would require significant investment in order to compete in the competitive social networking space."

When AOL purchased Bebo it was a popular British site, but it never got a grip in the US, entering the fray of social media as it was powerfully on the rise.

"The social networking landscape has definitely changed over the past year or two. Social networking audiences have increasingly consolidated around Facebook, which has made the competitive environment increasingly challenging," says Andrew Lipsman, of comScore.

KFC Chinese promotion goes seriously wrong

A sales promotion involving coupons downloaded from China's largest eCommerce site has left KFC scrambling to recover from a PR fiasco after consumers tried to redeem versions of the coupon copied by other sites.

Consumers across China complained when their coupons were rejected by KFC stores.

The Yum Brands division, China's largest fast food chain with more than 2,000 outlets, planned to distribute coupons for three different menu items. Each offered a 50% discount, and could be downloaded on KFC's online store on Taobao.com at 10 a.m., 2 p.m. and 4 p.m. last week.

The coupons were half-price offers for chicken nuggets, certain chicken burgers and the Family Big Box, representing savings of up to \$4.70.

KFC's food is considered inexpensive by most Western consumers, but in developing markets such as China, KFC is relatively pricey for all but affluent consumers. Even so, the chain's chicken-centric menu caters to the palates of Chinese consumers, making it one of the country's most beloved and successful restaurant brands -- until now.

Confusion leads to property damage

The trouble started when news of the discounts circulated around the internet. Coupons were republished on other sites, where they were downloaded and redeemed at restaurants, far surpassing the volume anticipated by KFC.

Store employees began refusing the coupons, claiming they were illegally produced from unauthorised sites -- but the explanations provided to consumers by confused staffers varied from store to store, exacerbating an already tense situation.

Consumers reacted angrily, and in some cases violently, and police rushed to some restaurants to maintain order. AdAge.com

Rudd social harmony drive campaign

JWT Sydney has been appointed to handle the Rudd Government's \$17 million "Respectful Relationships" social marketing campaign.

The agency won the four-year contract from the Department of Families, Housing, Community Services & Indigenous Affairs after a pitch against four other Federal Government rostered agencies.

The campaign will incorporate a heavy social media component but will not be exclusively digital. Print and radio will also be used to target teenagers in a bid to promote the development of healthy and respectful relationships.

Red Cross on Facebook

Australian Red Cross have launched an application on Facebook to widen their audience reach by appealing to a younger demographic. The application, called "For the love of humanity", will also be supported with advertising on Facebook, News Limited and Austereo websites. A teaser billboard on Parramatta Rd was also developed with amateur graphics where a woman publically asks her partner, "For the love of humanity, put the toilet seat down."

Inspirations Paint & Colour offers - inspiration and advice

Paint retailer Inspirations Paint & Colour will launch a campaign for its new website which offers the first fully integrated resource for people searching for inspiration and advice on paint and colour. Developed by The Foundry, the site features a photo gallery, colour chart and painting advice. Consumers can upload makeover photos, write a blog about their makeover, and comment on other people's photos. The site will be promoted in the coming weeks across radio, Realestate.com.au, SEM on Google Adwords, branded content within Burke's Backyard and online display.

Spirit Airlines to charge \$30 for every carry-on bag

In the true spirit of Ryanair style airline travel, Spirit Airlines has announced it will charge upwards of \$30 for every carry-on bag too large to squeeze under a seat – and that's each way.

It's an economic food chain: with airlines charging for more than one bag checked (begun in 2005), travellers are checking fewer bags. One out of every four travellers in 2009 did not check luggage at all. This has resulted in more cargo space left empty, and fewer fees for mishandled bags – so to make up the difference, the in-plane charge-per-bag has begun.

Ben Baldanza, CEO, Spirit Airlines, sums it up thus: "Nobody brings their package to FedEx or UPS and expects them to ship it for free."

(Comment – they pay for that Ben – just like they pay you to travel)

The real rub is that the financial boon to the airlines from baggage fees has set a precedent impossible to ignore. Bag fees skyrocketed from \$464 million three years ago to \$2 billion in nine months of 2009.

The US airline industry realized a savings of \$94 million last year – largely due to luggage, according to SITA, the leading specialist in air transport communications. The general mantra of SITA is that passengers should change the way they pack and spread the positive, residual effect. "There's less strain on the airline, less handling costs," said Catherine Mayer, SITA VP.

Ryanair not to be left out of baggage payments either

Ireland's Ryanair, champion of the cheap fare, is eliminating any and all checked baggage on certain routes at certain times. "People are packing way too much; women bringing four pairs of shoes, hair dryers, that sort of thing," according to Ryanair's communications director, Stephen McNamara. "Bringing a big bag and expecting it to travel for free, it's too much to ask. It's expensive to ship something heavy in an airplane when fuel prices are very high."

China aims for 150 million 3G subscribers by 2011

China will have over 400,000 base stations next year

China aims to have 150 million 3G mobile subscribers by 2011, according to the Ministry of Industry and Information Technology. China had 16.06 million 3G users in February 2010. The government and China's mobile phone service providers will spend \$58.6 billion in the next year to increase the number of 3G base stations to 400,000. China also plans to invest \$22 billion in the country's broadband network by 2014. By then China's broadband user base of 346 million will have grown by another 50 million people. Source: China Economic Review

Australian Radio Q1 revenue grows to \$151.1m

Commercial radio revenue has grown by 7.71% for the first quarter of 2010 to a total of \$151.1 million, according to figures from industry body Commercial Radio Australia.

During the first quarter, Sydney had the strongest growth of 11.23% to \$47.5 million, followed by Perth (up by 10.62% to \$20.77 million), Brisbane (up by 5.5% to \$24.2 million), Melbourne (up by 5.44% to \$44.3 million) and Adelaide (up by 3.45% to \$14.2 million).

For the month of March, commercial radio revenue increased by over 15.58% to a total of \$59.2 million.

During March, Sydney recorded the strongest growth of 21% to \$18.95 million, followed by Perth (20.97% to \$7.87 million) Adelaide (16.07% to \$5.578 million) Melbourne (12.5% to \$17.3 million) and Brisbane (6.9% to \$9.4 million).

"The market has now recorded growth in advertising revenue each month since November, which obviously followed a challenging 2009, and this augurs well for the year ahead," said Joan Warner, chief executive at Commercial Radio Australia.

Distilled Spirits Industry Council of Australia raises the bar with new responsible marketing principles

As part of its commitment to promote a responsible drinking culture in Australia, the Distilled Spirits Industry Council of Australia (DSICA) has adopted a comprehensive and progressive set of standards governing the way spirit-based products are marketed in Australia.

Going beyond advertising in traditional media, the DSICA Statement of Responsible Drinking Practices for Alcohol Advertising and Marketing defines the principles for promotional activity on social networking sites; product placement in movies, video games and music videos; the role of energy additives; responsible drinking labelling; and use of the term 'Schoolies'.

Nestlé pitches in to fight childhood obesity worldwide

Nestlé has begun rolling out a program around the world with the aim of helping kids make the right choices to avoid becoming overweight or obese.

In so doing, Nestlé not only is leading the mainstream food and beverage brand community but also going along with inevitability. Purveyors of foods whose nutritional credentials are questioned – such as many of Nestlé's dairy and confectionery products, for instance – simply must try to get ahead of the childhood-obesity issue anyway.

While initiated at Nestlé's Swiss headquarters, Taiwan is one of the first countries to stage its own local version of the Healthy Kids Global Program. Among other components, under the program put together with Taiwan's John Tung

Foundation, Nestlé staffers are voluntarily going to elementary schools to give talks to kids. The aim is to reach 5,000 Taiwanese students aged four to 16 years old in the first year.

AANA recommends against Do Not Call Register Amendment Bill

In a submission to The Standing Committee on Environment, Communications and the Arts, the Australian Association of National Advertisers (AANA) urges the Government to reconsider plans to widen the eligibility requirements of the Do Not Call Register.

AANA considers that the current proposal, which advocates a range of extensions to the Do Not Call Register - from only allowing small business telephone and fax numbers to including all telephone and fax numbers, is not based on an adequate assessment of the potential impact on all businesses and organisations in Australia and thus the Australian economy.

MAANZ Comment – being a daily recipient of FAM (fax Spam) we tend not to agree with the AANA. If it is not targeted, has no name to address and just sent out in the multiple thousands to clog up fax machines with product offers with not relevance to the organisation (egg tanning) – it is a form of SPAM – And while it is not actually SPAM - The key tenet of the Spam Act is that commercial electronic messages cannot be sent without the consent of the recipient. An organisation must respect a person’s desire not to receive commercial electronic messages, even if it is just to ask if they have changed their mind,”

Pictures on Twitter get you 10 times more followers

Marketing software maker HubSpot has analyzed 9 million Twitter profiles and has come to the conclusion that accounts with a profile picture average about 10 times more followers than those without.

What is the reason? Generally a Twitter profile associated with a default avatar looks amateurish. For many, Twitter is about following experts, not just ordinary people – that’s what Facebook is for.

Media site Dosh Dosh examined the Top Ten Twitterholics based on Followers and found that they built large audiences through already established popularity. Most had followers from being deemed experts and rely on the strength of their reputation or personal brand. Integrating your brand or expertise into your profile is crucial, as is using websites or other platforms to promote your Twitter profile.

According to Twitterholic rankings, Ashton Kutcher tops the list with 4.725 million followers, Britney Spears ranks second with 4.668 million, Ellen DeGeneres takes third with 4.454 million and Barack Obama shows up fourth with 3.570 million.

Environmental Claims in advertising now subject to AANA code

The Australian Association of National Advertisers’ (AANA) has released a Practice Note for its new AANA Environmental Claims in Advertising and Marketing Code, which came into effect on 1 January 2010.

“Given the range of industry sectors and environmental issues to which the Environmental Claims Code applies, the Code itself provides general principles and not overly prescriptive rules. This Practice Note is more detailed, providing clause by clause guidance and examples to assist advertisers and marketers to interpret and adhere to the Code. It will also guide the Advertising Standards Board in adjudicating complaints under the Code,” said AANA CEO, Scott McClellan.

The Practice Note further clarifies a number of terms encompassed by the Code including “Environment”, “Environmental Aspect” and “Environmental Claims”.

“Marketers and Advertisers will also gain a better understanding of the regulatory and practical intent of the Code, which will help them to ensure that accurate, specific and straightforward information about the environmental characteristics and qualities of their products and services is provided to consumers,” said Mr McClellan.

References to a number of international and national guidance documents such as the ACCC’s Green Marketing and the Trade Practices Act and the Total Environmental Centre’s The Green Cred Checklist, are attached to the Practice Note, and provide additional information to assist in interpretation and compliance with the Code.

AANA may expand and update the Practice Note from time to time based on the experience of public complaint adjudication by the Advertising Standards Board (ASB) and as a part of subsequent reviews and amendments to the Code.

Free tacos for tattoos

Casa Sanchez, a California-based Mexican restaurant, has announced that it will resurrect a promotion that gives free food for life to any customer that has a tattoo of the restaurant’s logo emblazoned on their skin. While lovers of Mexican food may be tempted, is this an example of brand loyalty gone too far?

Casa Sanchez originally started the tattoos-for-tacos campaign in 1999 to draw in customers, and even back then the family-owned restaurant’s employees were sceptical of its efficacy. But it succeeded, thanks to the brand’s unique customers. “If it wasn’t in San Francisco, we wouldn’t have been able to pull it off,” said business partner Martha Sanchez, giving credit to the city’s quirky clientele.

Customers can order any menu item with a drink in exchange for a four-inch tattoo of the Casa Sanchez mascot, Jimmy the Cornman, a little boy atop of a fire-powered ear of corn. While the tattoo costs an estimated \$100, consumers can easily make up that price in an endless supply of enchiladas, burritos and tacos.

Kraft Foods is preparing to give consumers another taste of Stevia.

Kraft is launching Crystal Light Pure Fitness (in the US), which it claims is “the first nationally available low-calorie fitness beverage” made using the all-natural sweetener. (Stevia, also used as a sugar substitute, comes from a plant grown in South America and Asia.) Support includes TV plus print ads in Glamour, Us Weekly and People magazines this month touting the drink mix’s lack of artificial ingredients. Pure Fitness contains Truvia, a brand of stevia introduced by food producer Cargill, and which Coca-Cola also uses in beverages like Odwalla and Sprite Green.

Kraft’s launch is the company’s first major entry into a new, fast-growing category. It comes after the Food and Drug Administration approved the use of stevia as a sweetener in late 2008. (Prior to that, stevia was primarily found in dietary supplements, though the FDA banned it from commercial use for health reasons.) Since then, sales have taken off. For the year ended July 2009, dollar sales of stevia-enhanced foods, beverages and tabletop sweeteners sold in food, drug, mass and natural supermarket channels hit \$100 million. Sales—primarily fuelled by new product introductions—are estimated to reach \$2 billion in the U.S. by 2011, per market research firm Mintel.

Apple plots mobile advertising revolution

Apple, is set to launch a new mobile advertising service, which it argued will combine the best features of television and online communications.

The company, which bought Quattro Wireless, the specialist ad network, earlier this year, revealed details about the iAd platform while unveiling the next-generation operating system for the iPhone.

It said that iAd will be used primarily to monetise applications, some 4 billion of which have been downloaded to date across 450,000 iPads, 35 million iPod Touches and 50 million iPhones.

"On a mobile device, search is not where it's at, not like on the desktop," Steve Jobs, Apple's chief executive, said. "They're using apps to get to data on the internet, not generalised search."

According to Jobs, 64% of iPhone owners regularly access the mobile internet via their handsets, while the average customer also spends 30 minutes a day on various apps.

If Apple displayed ten ads in applications per phone per day, it would achieve one billion commercial impacts during any given 24 hour period, the organisation has estimated.

Advertisers to adapt approach to TV in China

Product placement and programme sponsorship will both attract greater interest from advertisers in China this year, according China Media Monitor-Intelligence, the consultancy.

Some 395 million households in China own at least one television set, giving this medium a more substantial reach than any other form of media in the world's most populous nation.

China Media Monitor-Intelligence argued in a report that these provisions, which came into force at the beginning of 2010, essentially "play directly into the hands of sponsors and product placers."

The company partnered with CTR, the research firm, in an effort to gauge the value of television sponsorship revenues in China at present.

Overall, it was estimated that this channel accounts for between 5% and 10% of all television TV advertising expenditure, with spending likely to climb to 2 billion yuan (\$293m; €218m; £191m) in 2010.

"Most of the regulations focus on advertising not on sponsorship. If brands want to get into China, they would do well to do due diligence on TV production companies and get involved in creating branded content from the start."

Sony and Samsung, the electronics manufacturers, both currently sponsor Sufei's Diary, a popular teen drama series that is shown on Dragon TV.

Nike, the sportswear giant, has also forged a tie-up linked to the broadcast of matches from the NBA on CCTV-5, a strategy that has cemented its positioning as an aspirational brand among consumers.

Hewlett Packard, the IT company, adopted a similar approach with relation to the most recent China MTV Style Awards Gala, another programme targeted specifically at young people in China.

One obstacle that has prevented sponsorship from gaining further ground thus far is the lack of robust measurement tools, Kender said.

As such, she suggested that advertisers which get involved at the conception of a project typically stand to derive the most meaningful insights as to the potential payback on their investment.

More broadly, widespread corruption in the media industry has often acted as a disincentive to engage in this kind of activity to date.

However, as the Chinese authorities are attempting to stamp out these practices, CMM-I's study predicted that sponsorship may be increasingly seen as an effective way to cut through the clutter.

Talk shows, reality series, variety performances and sporting events aired on CCTV and Hunan Satellite have held the largest appeal for brands in this area to date, it added.

Unilever, was one firm that was said to have successfully exploited product placement in China, integrating a number of its goods into the plot for Ugly Wudi, a localised version of Ugly Betty.

Subway to serve breakfast

Subway plans to launch a line of breakfast items for a new menu. Considering the success companies such as Dunkin Donuts and Starbucks have had in the breakfast food category, the seemingly ubiquitous sandwich franchise intends to boost sales and reach a new demographic of time-strapped consumers on their way to work.

According to Wallet Pop, customers at Subway's national locations can expect calorie-conscious choices like "egg whites, Black Forest ham and whole-wheat English muffins" as well as breakfast sandwiches with eggs from free-range chickens. "Subway's new animal welfare policy will help improve conditions for animals within its supply chain and throughout the nation," said the Humane Society of the United States' corporate outreach director, Matthew Prescott.

Barnes & Noble embraces online publishing, eBooks

Barnes & Noble, has built a significant online business since opening its web store in 1995. More recently, Barnes & Noble introduced nook, an eBook reader, that generated as much as \$20 million in sales last holiday season.

The company just announced that it would soon start a test of selling bundled print books and e-books. Any customer who buys a print edition in a Barnes & Noble store will be able to purchase the eBook of the same title at a discount.

The company is hopeful that online and e-book sales will lead its business into the future. In fact, BN.com is out-pacing traditional store sales, causing Chairman Steve Riggio to tell analysts that, while he doesn't see stores closing anytime soon, Barnes & Noble will "stay at the level we're at and see what happens over the next couple of years."

Adidas creates concept Runbase store in Tokyo

Adidas has created a concept Runbase store in Tokyo, which offers showers, locker rooms and weekly workshops and events. Customers also have the opportunity to design their own shoes and rent running gear.

Virgin punished for spamming

Virgin Mobile Australia has been slapped with a \$22,000 fine by the Australian Communications and Media Authority (ACMA) for allegedly spamming consumers.

The telco was accused of sending promotional emails to consumers who had opted out of receiving material.

"The key tenet of the Spam Act is that commercial electronic messages cannot be sent without the consent of the recipient. An organisation must respect a person's desire not to receive commercial electronic messages, even if it is just to ask if they have changed their mind," said ACMA chairman, Chris Chapman.

Virgin Mobile will pay \$22,000 and develop what it refers to as 'comprehensive training programs, quality assurance processes and an auditing regime'.

Nivea ap for iPhone

The Nivea Sun iPhone app is designed to help Brazilians tan safely. The app collects information about the user, suggests the correct SPF to be used on a particular day, and alerts the user when the protection should be reapplied.

More iPhone aps

- * Smirnoff has teamed up with Time Out to deliver an iPhone app that's designed to offer users up to date information on London's nightlife and entertainment.
- * Nissan's Prove It iPhone app provides maps of 45 European ski resorts, enabling users to track their friends' locations on the slopes as well as offering guides to the resorts themselves.
- * Mastercard has developed a Priceless Picks app, which allows users to share their favorite places and deals, which are then displayed on an interactive map for other users to browse.
- * Parisian jeweller Van Cleef & Arpels offers a day in Paris, an iPhone app that offers to guide users through 'a poetic ballad in Paris', discovering romantic venues around the city.
- * Virgin Atlantic offers an iPhone app, Flying Without Fear, for anxious travellers. Following an introduction by Sir Richard Branson, videos run through the in-flight experience, while users can click on the 'fear attack' button for a breathing exercise and other tips.
- * Tesco's Wine Finder app is capable of recognising any wine in the retailer's database from a photo of the bottle. The app also recommends wines based on price, country of origin and accompanying cuisine.
- * Swedish food brand Santa Maria offers an iPhone app that offers grilling tips and advice. The application features recipes, a BBQ handbook and a grilling timer.
- * The Zipcar iPhone app allows members of the car-sharing service to find, reserve and unlock vehicles using their mobile device.
- * AAMCO's iGAAUGE app provides troubleshooting and car repair information, nearby fuel and traffic information, maintenance and service schedules, and special offers from AAMCO.
- * ColorSnap is a free iPhone app from US paint brand Sherwin-Williams that allows consumers to match the colour of a photo taken on their iPhone with over 1,500 colours listed in the Sherwin-Williams database.
- * The British Gas iPhone app allows consumers to regularly record and submit their gas and electricity meter readings, increasing the accuracy of their energy bills.

Is voice-based Bubbly the new Twitter?

In India, thousands of consumers are going from tweeting to bubbling.

A new social-networking service dubbed Bubbly, which is essentially a voice-based Twitter, is quickly gaining popularity among Indians. And thanks to Bollywood celebs being early adopters, Bubbly is growing virally and with virtually zero marketing spend.

Bubbly is the brainchild of 5-year-old mobile and social app firm Bubble Motion, which is based in Silicon Valley and Singapore. Its first product was BubbleTalk, a person-to-person voice-messaging service that, instead of SMS, sends mobile audio messages and has about 100 million users now.

According to Bubble Motion's CEO Tom Clayton, after devoting time to BubbleTalk and other mobile voice-messaging services, "along came the social-media boom and we started to play with a lot of social-media applications." That led to the idea of audio messages going not just to one person, but to a much larger audience of followers.

Here's how Bubbly works: Anyone can sign up to follow a friend, family member or favourite celebrity or brand. Posting messages and following is free, and once a new message has been recorded and sent out, users get an alert. If they choose to listen, they pay for the airtime.

Most messages are less than 30 seconds long, and there is currently a cap of one minute.

To post on Bubbly, a user dials a short code, like *7, records a message and hangs up. To listen, tap in another code, like *2. It works on any handheld device, and messages can be posted to Bubbly while still withholding phone numbers for privacy.

Cleaner, greener water

According to a Gallup poll released last year, pollution of drinking water is Americans' primary environmental concern. With the risk of diseases associated with contaminants sometimes found in drinking water, marketers are creating solutions.

Atmospheric Water Systems has introduced a \$1,595 dehumidifier/purification unit that bypasses water pipes, pulling moisture from the air and sending it through a filtration process. Last year Wellness Enterprises launched a portable water bottle with a filter built into the straw that claims to remove chlorine and lead. New York-based Green Depot sells the \$650 Aquaovo Ovopur, a filtered dispenser resembling a giant porcelain egg.

Marketing opportunities stem from the average per capita consumption of bottled water dropped an estimated 3.5 percent last year from 2008, according to Beverage Marketing Corp. The recession and environmental concerns regarding plastic bottles have hurt. According to a US Congressional Report, bottled water producers are not required to notify the public of contamination and are not required to use certified labs in testing.

So what is a brand to do? Aquafina has introduced an Eco-Fina bottle using 50 percent less plastic than their 2002 bottle. Fiji is working to become carbon negative and commissioning to save Sovi Basin rainforest in Fiji. The Dasani PlantBottle is made of up to 30 percent plant-based materials.

Changes to Australian TV ratings

Think TV has announced adjustments to the TV ratings system to include homes with Personal Video Recorders (PVRs).

In addition to live viewing, any viewing of programs done at normal speed within seven days of the original broadcast (called 'Playback') will now be measured and reported by OzTAM and RegionalTAM.

According to a release from ThinkTV, as before December 2009 TV viewing in PVR homes wasn't measured, it was necessary to upgrade the service to include PVR homes in its measurement.

The preliminary live and Playback viewing figures are aggregated to provide a consolidated rating.

"These changes mark a new era in Australian TV ratings providing advertisers with a level of transparency and accuracy that's second-to-none," explained a statement on the site.

"As the penetration of digital recording devices continues to grow, 'Live only' measurement will become increasingly less relevant. The media landscape is changing, and the move to consolidated ratings simply reflects the way people are now consuming and engaging with their favourite TV programming."

HP ad says – Lets do amazing

In pre-recession days, branding was a big deal for technology companies. Splashy, lavish marketing campaigns were used to tout a tech brand's key attributes and get consumers to take notice. Those days are gone, but now H-P (Hewlett-Packard) is bringing back the glitz with a new eight-week, \$40 million ad campaign – its first in more than five years.

The new branding campaign, "Let's Do Amazing," breaks this weekend and will run on high-profile television shows, such as the NCAA March Madness basketball tournament on CBS. The ads sport a slick dimensionalised version of H-P's staid logo, and the campaign has a hip, humorous tone.

In the television spots, quirky comedian Rhys Darby seeks out places where customers are doing amazing things with H-P technology. The ads range from the business side (Darby interviews a UPS guy using a high-tech robotic device) to the consumer side (Darby interrupts Dr. Dre during a music recording session). TV ads will be accompanied by print, radio, and online promotions.

The H-P campaign is designed to demonstrate that the company is a lot more than a maker of computer printers -- a commonly held assumption. In fact, H-P is a computer technology giant that has diversified by acquiring firms like 3Com, a networking company, and EDS, a computer services company. It's also a growing, vibrant and successful company. H-P just reported results for its first quarter of the fiscal year, ending January 31, 2010, and the news was all good: Net revenue of over \$31 billion for the quarter was up 8 percent over the prior year, with operating profit up about 20 percent. The printer division accounted for only 20 percent of the company's revenue.

Vending machine company makes beauty push

San Francisco-based company ZoomSystems continues to attract beauty firms and retailers to its concept of high-end vending...

Walmart, named most valuable brand

Walmart dominated the chart again this year with a 19 percent increase in brand value to \$154.1 bil.

Walmart topped the list of the most valuable retail brands in the U.S., followed by Target and Best Buy, per a new report issued by Interbrand.

The report was compiled by Interbrand Design Forum -- a division of the global brand consultancy. The rankings are based on a number of factors: financial forecasting, the percentage of sales and profit that can be directly attributed to branding and brand strength. These form a "net present value" -- in other words: the economic value of a brand.

Rounding out the top 10 were The Home Depot, Walgreens, CVS, Sam's Club, Dell, Coach and eCommerce site Amazon.com.

Macy's was a newcomer on the list. The department store made the final cut as No. 50, with a brand value of \$472 million, right below Abercrombie & Fitch (down 81 percent to \$484 million). Macy's three years ago realigned and renamed all of its regional department store brands as part of its efforts to become a national brand.

Fortune Brands sell Cobra Golf brand to PUMA.

In selling Cobra, Fortune can now provide full attention to its other category-leading golf brands, Titleist and FootJoy. Titleist is the top golf ball brand and its golf club sales have been doing well. FootJoy is the top brand in golf shoes and gloves. In buying Cobra, PUMA instantly enters the sport of golf. The company is, of course, known for footwear and apparel. While PUMA makes golf gear, the Cobra acquisition marks a significant entry for the German company into golf equipment.

Brandjacking

The phrase "brandjacking" has been lately been used to criticise social media plays, like Brands in Public, that seek payments for blocking negative feedback. But a genuinely criminal wave of brandjacking—ju-jitsu like phishing scams that use a brand's own recognition and trustworthiness against it—poses a growing threat to many brands.

Trusted brands—from PayPal to Amazon—are increasingly being leveraged by criminals to trick consumers into handing over sensitive personal information. MarkMonitor's recent Brandjacking Index revealed that phishing attacks hit a record high in the second quarter of 2009, with unique attacks numbering 151,000.

The MarkMonitor study identified financial services brands as the most abused, accounting for 80% of all attacks during the period. The exploitation of popular social networking site brands to steal login and password information rose nearly 170% year over year. Pharma brands were another "hot" property, "including hits on 3,000 online pharmacies and 652 B2B exchange listings for those brands during July 2009."

Brandjacking is an increasing global scourge, too. Recent data from software security firm Symantec found attacks on Indian brands have recently increased four-fold.

Of course, these brandjacking scams undermine the very strength of the brands they mean to leverage. Calls are increasing for Internet Corporation for Assigned Names and Numbers (ICANN) to strengthen current measures stipulated in the Uniform Domain Name Dispute Resolution Policy. But the reality is that many brands may not even know they're under attack.

Social media - The Justin Bieber phenomenon

Justin Bieber is arguably the biggest pop star ever launched by YouTube. Bieber's personal brand has leveraged social media to new heights.

The 16-year-old Canadian singer was catapulted from anonymity to superstardom in three years. Living in Stratford, Ontario, at the tender age of 13 he competed in "Stratford Idol" and posted the videos on YouTube. Ten million views later, he was signed by Usher. Following a breakthrough single, "One Time", with his debut release of "My World" last November, Bieber had topped 100 million YouTube views.

Bieber is a new phenomenon – spawned by digital/viral social media; a crossover digital/analogue/print phenomenon...one foot in Internet stardom, and the other on old-school TV, with print sandwiched in between.

On Twitter, the ultimate real-time metric of celebrity success moment by moment, Bieber's name was tweet-checked 84,846 times in one day. He occupies a solid holding pattern on Twitter's "Trending Topics" list.

On Last.fm, the king in streaming media, Bieber set a recent record of 1,854,917 song plays in twenty-four hours. He has remained No.1 in Ad Age's "Top 10 Most Tweeted Brands" chart, other than a brief second place to the Oscars. MuchMusic named Bieber newcomer of the year and Celebuzz has declared him one of the decade's Top Ten YouTube superstars.

Get whif of chocolate, coffee inhaler

A product billed as the first "breathable food" had its stateside launch and its Harvard University creator hopes it's a "hit" with consumers.

Le Whif is fine chocolate and coffee powder encapsulated in a lipstick-shaped inhaler that's puffed for a new way of "eating by breathing," according to Harvard biomedical engineering professor David Edwards.

Edwards and his Paris-based ArtScience Labs used particle engineering to form chocolate and coffee in microscopic sizes, small enough to become airborne, but too large to enter the lungs. Each Le Whif, which retails for about \$2.50, has enough breathable food for eight puffs or "whifs."

"It's a kind of cigar for breathing chocolate, coffee and possibly other things," Edwards said. "It's a new way of putting foods in our mouths, but in very small quantities so we have taste, but very little caloric content."

The initial product line includes chocolate, raspberry chocolate and mint chocolate, each with 300 milligrams of pure organic chocolate and less than one calorie. Le Whif Coffee has a total caffeine dose equivalent to a shot of espresso."

Google reigns supreme for Australians in the land of search

Experian Hitwise identifies Google as the leading source of search traffic

Experian Hitwise has released a monthly data report that reveals an increase in Google's dominance of the Australian search market.

Google Australia accounted for 74.61 per cent and Google.com 12.65 per cent of all Australian searches conducted during February 2010. Overall accounting for 87.26 of the local search market.

"These results highlight Google's continued market dominance that looks set to continue as no substantial challengers have emerged in the past year," said Alan Long, Experian Hitwise Research Director for APAC. "Our research team continually monitors search engine performance and it is more likely we will see competition for mass audiences arise from the Social Networking sector than from new entrants in the Search Engine industry, While Google remain the

dominant search engine, opportunities for marketers are still to be found on other Search Engines. Focusing marketing efforts across a number of Search Engines allows for marketers to amortise and lower their acquisition costs."

Search engines continue to be the primary way Internet users navigate to key industry categories.

"Internet users are exhibiting a growing reliance on the results generated through online search tools to determine where they source information," said Long. "This highlights the need for businesses to continue to develop and enhance their visibility online and maintain presence in search engines through tactics such as SEO."

Experian Hitwise's latest research also considered the current online landscape and attention being paid to different industries online.

"When we compared search results from February 2010 with February 2009, Travel, Food and Beverage and Aviation categories showed the largest increases in their share of upstream traffic coming directly from search engines," said Long. "This trend is significant as we begin to see greater consumer confidence re-emerge following the GFC. The strains around disposable income are beginning to slacken and as a result we are seeing a renewed interest in the travel and tourism sector."

Another major trend emerging is the use of more detailed search queries – with those averaging five to more than eight words long increasing by 2.14 per cent.

"The increase in search term length indicates greater sophistication in the use of search engines," said Long.

"Australian Internet users are becoming more specific in their requests, providing a real challenge for search engines to continually improve their responses and marketers to adopt SEO strategies accordingly."

For more information contact:

www.experianplc.com

Town renames itself Google

Seeking to become the test hub for Google's high-speed broadband network, a Kansas town has named itself after the company.

Mayor William Bunten has released a proclamation that his city, Topeka, would be known as Google for the entirety of March.

"The City of Topeka has embraced the grassroots effort to bring Google fibre optics to the community," says a statement on the town's website.

The renaming followed a Google announced that it would be selecting an undisclosed number of communities to partake in the trial, and encouraged them to make their interest known to the company.

The search giant indicates that the proposed experimental broadband network would deliver internet speeds 100 times faster than those currently available.

FREE Research World Magazine

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Creative Thinking and the Power of Ideas

28 April - 26 May

5 part Breakfast Series

Melbourne Business School

07:30 AM to 2010 08:45 AM)

Join MBS Philosopher-in-residence, Professor John Armstrong as he presents his new five-part breakfast series 'Creative Thinking and the Power of Ideas' in April.

<http://www.mbs.edu/go/events/creative-thinking-and-the-power-of-ideas>

SEO Training

12th of May 2010

Stamford Plaza Melbourne 111 Little Collins Street

CONTACT Clementine Le Govic

PHONE 02 9252 1700

EMAIL clegovic@bruceclay.com

WEBSITE <http://www.bruceclay.com.au>

The course is relevant to all people seeking to obtain a solid understanding of the principles of SEO. Any enterprise, business or individual who needs to drive qualified visitors to their website will benefit from this training course.

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Effective Strategic Distributor Management in Asia

Event Dates: 6-7 May 2010 (Singapore), 13-14 May 2010 (Hong Kong)

Event Locations: M Hotel (Singapore), The Excelsior (Hong Kong)

With the workshop leader's deep understanding and experience in Strategic Distributor Management, this 2-Day hands-on workshop aims to equip you with invaluable market knowledge, tools and workable tips to enter into the competitive Asian markets. Packed with real life case studies, in-depth sharing of insights and techniques, this practical workshop will help you avoid the pitfalls in distributor management and deliver your expected performance.

Event page: <http://www.conferences.com.sg/S1362-ESDM4-75L-E.pdf>

Strategic Communication for Professional Services

Shifting perceptions - ensuring internal communication is seen as strategically important within your firm

North Sydney, Australia
20 - 21 May 2010

In the world's fastest-growing economy, the experience of the last ten years will not be the best guide to the next ten years. Business leaders around the world who want to be successful—not just in China, but anywhere—will need a new China strategy.

A new China strategy does not merely mean a set of plans for doing business in China. Most big companies are already selling to China's markets and competing against Chinese companies. Many more, even relatively small enterprises, will join them. But a true China strategy is different. It is a one world strategy: a long-range developmental plan for doing business as a global enterprise in which China is a central and integrated component, in a world where China plays a very different role than it has in the past.

Together, the four drivers of change in China—Open China, Competitive China, Official China, and One World—will transform the way in which businesses operate everywhere.

Open China

The emerging potential of China's consumer markets is well known to outside producers, many of which, like General Motors, have already come to depend on these markets for their profitability. Unlike other leading economies in Asia, including Japan and South Korea, China began opening its markets to foreign companies at the very start of its economic reforms and it has opened them ever wider ever since.

At the same time, the Chinese people have rapidly advanced as consumers; the wealth created by China's growth has created a substantial middle class. Putting a precise number on the size of this segment of the population remains tricky, but however large it is, China's current middle class is a mere fraction of what it will become as hundreds of millions more people join its ranks during the next decade.

After this honeymoon phase, the Chinese mass market will morph into a vast, highly differentiated and sophisticated multi-tiered consumer economy capable of driving growth for Chinese and global businesses alike. This growth trajectory represents a powerful short-term opportunity for major non-Chinese companies (for example, in helping to develop the retail sector of this nation) and a daunting long-term challenge in terms of maintaining market share.

This growth has also created an immense cultural transition from a largely rural country to a nation of cities. In the 1990s many companies had their hopes for China dashed because they were trying to sell urban-oriented products into a market where three-quarters of the people still lived in the countryside. Now around half live in urban areas.

By 2020, this share will rise to 60 percent. This shift to an urbanised population means that China's markets, fundamentally different from ten years ago, will be transformed once again in the next decade. Urbanites need, and buy, fundamentally different types of products and services.

Competitive China

Hundreds of thousands of new Chinese companies have made this country the world's most competitive business environment. Indeed, China is now the world's largest and fastest-growing source of entrepreneurial start-ups. It is also an incubator for large businesses, both foreign and home grown.

Nearly 300,000 foreign-invested businesses have been established in China, vying to tap into the country's manufacturing base and reach its consumer and business markets.

And China is also an innovative centre for outsiders. The best of the world's companies have come here to transform themselves, gaining experience and capabilities in China that can be applied to the rest of their business worldwide. Meanwhile, many of China's leading entrepreneurs, like Li Ning, see themselves as potential global competitors.

Companies such as computer maker Lenovo, white-goods firm Haier, and telecoms equipment manufacturers Huawei Technologies and ZTE are building platforms of sufficient scale to take their businesses worldwide. They will be joined, in turn, by hundreds and then thousands more.

During the past fifteen years, global companies have gone to China either to sell or manufacture goods. Over the next decade, international corporate leaders will go to China to integrate this vast market and sourcing hub with their global strategies and operations. Accomplishing this will require enormous leadership skills, within China and outside the country, especially at headquarters level.

At the same time, Chinese producers themselves will face unprecedented challenges, including the challenge of sustainability. Since 1978, China's economic growth has been phenomenal, but also extremely inefficient. Driven by huge amounts of investment and fed by China's huge reservoir of rural labour, the focus has been on volume.

But the related waste has been enormous, the environment has suffered, and demand has been a secondary consideration. China's emphasis will switch toward creating a more efficient economy, as well as a more productive and competitive one. There will be a greater emphasis on demand as the main driver of growth versus investment, and on reducing the resources consumed per unit of output and the environmental impact, while raising technological and managerial standards.

Official China

The role of the Communist Party is shifting rapidly. The government has managed the liberalisation of many parts of the economy, but it has maintained control over its strategic heights by retaining ownership of the core group of state-owned enterprises in the finance, communications, energy, resources, and media sectors.

Contrary to the hopes of many foreign investors, Official China has no intention of letting go of these companies, and it will maintain tight control over those parts of the economy that it wishes to manage.

But as it faces the challenges of internal complexity and external engagement, it will evolve toward a nondemocratic but market-driven form of rule that, arguably, has never been seen on the world stage before.

One certainty is that economic liberalisation will continue. There is a deep commitment within the government to continuing down the path China has followed for nearly thirty years. Part of the reason is that economic growth is a key generator of legitimacy for China's government, and a major guarantee of political and social stability.

Further, there is a deep belief that economic liberalisation will raise China's position in the world, not just economically but in terms of global leadership, reputation, and respect.

Many Chinese officials have internalised this aspiration. They have taken on responsibilities beyond their job descriptions, acting as the guiding hand in the creation of a world-leading nation. Their interests extend beyond self-enrichment to the creation of national wealth.

On a practical level, this means ensuring that the infrastructure necessary to economic development is built. It also means a long-term commitment to incremental economic development, as well as a willingness to experiment and collaborate across government agencies and with the private sector.

Evidence of this approach can be seen in the commitment to developing and running the large number of significant economic zones that dot the country, especially along the coast. It is also visible in official attempts to prevent the emergence of an oligarchical tycoon class—such as that which dominated Russia for a time—with a power base of its own separate from the Communist Party.

And it can be seen in the government's new level of external engagement. Starting in the 1950s, Mao cut China off from most of the world. Deng, when he launched China's economic reforms in the early 1990s, deliberately downplayed foreign relations, stressing that it was more important to focus on internal challenges.

But the export-driven nature of China's growth means it must have trade relations with almost every country. The need for resources to fuel China's growth means its companies must source energy and raw materials from wherever they can find them. The Chinese government, like its citizens, has no choice but to reach out to the rest of the world.

One World

China, like all other countries, is interdependent as never before. Globally connected power, communications, and transportation links now exist almost everywhere in China.

The artefacts of the twenty-first-century global economy—KFC and McDonald's restaurants, Nokia phones and iPods, England's Premier League and MTV—are appearing in even the most remote Chinese cities.

Although trade disputes, terrorism, and political tensions continue, the global geopolitical community will not go back to its Cold War-era rivalries, or to the fragmented nationalism that preceded them. The nature of "one world" and the open, entrepreneurial qualities of China will reinforce each other in unexpected ways.

No major player on the world business stage can ignore China, and any company active in China will find its business increasingly meshed with its business in other parts of the world.

Professional marketing

Attorney and medical marketing services are rising fast. They are based on the idea of internet marketing. They are liable for creating more opportunities for the lawyers and medical professionals.

Legal marketing is a basic need for the lawyers and the attorneys. The job of the lawyers also goes worldwide these days and the job requires a lot of marketing work as well. There are many websites that offer result oriented marketing for the attorneys. These companies make use of the latest technology and provide very effective service to the lawyers. The use of the internet and Search Engine optimisation and search engine marketing are the most fruitful tools of marketing that yield good response to these lawyers.

Actually, marketing is process that continues for a long time to provide the popularity to the products made by different companies. The lawyers also need popularity to their job to get business. These Search engine marketing (SEM) and Search Engine Optimisation (SEO) have provided enough focus to the job and opportunity to the lawyers. It has become an important part of the whole internet marketing process that is growing very fast as well.

Initially the job and role of the attorneys was not known to many people as it was a completely different area of life that did not affect many people. However, with the development and popularity of the attorney marketing, people have started understanding the job of the lawyers and the attorneys. The concept of the guerrilla marketing has further developed the process and it has now become one of the most important parts of the internet marketing. These people know and understand their job and responsibilities very well and are capable of handling any situation very effectively. <http://www.matrixseogroup.com/>

9 Weird psychological tricks to persuade customers to take action

The best marketers I know are very good observers of human behaviour. They always keep their eyes open to understand how people make decisions and how smart companies sell them their stuff. This is something that no business school in the world can teach you. This is what gives the best marketers in the world the edge that everyone else just dreams about. These are the 9 weird psychological tricks they know.

Consistency

Robert Cialdini, in his book "Influence: The Psychology of Persuasion", talks about an experiment he did. They asked a group of people to put a huge sign in their yards that said "Drive slow; kids playing". The overwhelming majority of the people said no. A second group of people were asked to put a tiny sticker in their windows with the same text. Almost everyone agreed. Then they were asked to put the giant sign in their yards. A large percentage agreed.

The takeaway? People want to be consistent with previous actions. If they said yes to something in the past, they're more likely to say yes in the future.

What does this mean to you? You need to get your prospects to say yes to something. And the best way to do this is by asking for a tiny micro-commitment. For example, if you sell a \$2,000 coaching program, you can have a funnel that looks like this:

1. Download free report (only 3 pages; it can be read in 10 minutes)
2. Get my free videos (total 45 minutes)
3. Get my DVD (only \$19.97)
4. Free 10-minute phone consultation for people who bought the DVD (deliver a lot of value here. Provide "useful but incomplete" information. Keep them wanting more.)
5. Group training (\$499 and includes a 110% money back guarantee)
6. Private coaching (\$2,000 and includes a 200% money back guarantee)

Contrast

The principle of contrast states that "People see things as good or bad depending on what's around them". For example, a regular house looks beautiful next to an ugly one but the same house looks ugly next to a gorgeous mansion.

What this means to you? You should have a bad offer on your website. Yes, seriously! We proved this to be true every time we tested it. It makes your main offer look so much better. One of our clients was selling 4 bottles of his product at \$89. We added an option to the site for 1 bottle at \$75. His sales (for the 4-bottle package) increased by about 60%. Decoy offers make "the real offer" look very, very good.

Social Validation

People want to be liked and want others to think they make smart decisions.

What this means to you? Explain why buying your product is a SMART decision. People will need to justify their actions with others and they'll repeat whatever you say. Make a compelling argument so people feel good about buying your stuff. (And, make sure your stuff is extremely good!)

High Price = High Quality

Have you noticed that when you go to the \$1,000 doctor you feel a lot better than when you go to the \$500 one? The \$300 pair of shoes is always better than the \$150. Really? No, not really; but it's all about perceptions, not facts.

What this means to you? You are hurting yourself by charging too little for your products. Raise your prices and increase the perceived value of your stuff.

Exclusivity

People want what they can't have. What restaurant would you rather go to: the one that is fully booked for the next 3 months or the one that's empty? What school do you want your child to attend: the one with the 6-month waiting list or the one that is advertising everywhere trying to fill up their classes?

What this means to you? Make sure your prospects know you don't take anyone as a client. Tell them they need to apply and you'll be selecting the ones that are a good fit. This will make them want you even more!

If you sell products and can't pull this off, try this: say in your copy who SHOULD'N'T buy your product. For example, if you sell handmade lamps, try saying "if you're looking for cheap lamps, you won't find them here. If you're the kind of person who appreciates the art of lamps made by hand by Asian artisans, you're in the right place."

Too Many Choices = No Action

Doesn't it piss you off when you want to buy a digital camera, go to eBay and they have 3,497,765 cameras listed? You think "OMG! I'll be here all day!"

What this means to you: narrow down the choices you give your visitors and increase your sales instantly.

Scarcity

People take action when the offer might not be available in the future.

What this means to you: giving people reasons to act isn't enough; you need to tell them why they need to act NOW! Some ideas:

- * This offer expires on Friday
- * I'll only be teaching this to 10 people
- * I'll take only one client this week
- * 4 items available. When they're gone, they're gone forever.

Risk Reversal

The lower the risk an action has, the higher the chances are for someone to take action.

What this means to you: have a guarantee! Go beyond the standard "money back guarantee". Some ideas:

- * If you don't lose 5 lbs. in 10 days with my personal training program, I won't charge you a dime, I'll train you for free for an extra month and I'll even pay for your gym membership.
- * If your back keeps hurting after trying the BackGenius 2500, just give us a call and we'll give you 200% of your money back, pay for the return shipping and we'll even take care of the pickup.

Guarantee results, not just "satisfaction". Get very specific.

Note: depending on your market, about 1% of the people will rip you off, but your sales will double. Do the math and see if this works out for you. Hint: it will ALWAYS work out in your favour. Remember: your market is going to be taken by the boldest marketers. This could be you or your competitors. Don't let fear of losing stop you from winning. If you're afraid of things going south, just test your guarantee on 200 sales and keep some reserve cash just in case. Then compare the extra sales with the refunds you had to give and see if it makes sense to keep doing it.

Sex Sells

This is nothing new. Sex sells. That's why models are hired to sell products.

What this means to you: you need attractive people to show your products. Don't just call your cousin Joe (the one with the beer belly) because he's willing to do it for free. Use stock photos if you have to or put an ad on Craigslist and you'll get very attractive -although not famous- people to feature your products.

If you liked this article, please tell your friends about it. If you really liked it, feel free to publish it on your blog or website (please don't forget to mention <http://www.TheOutsourcingCompany.com/blog> as the original source).

Zeke Camusio

<http://www.TheOutsourcingCompany.com/blog>

How to deal with the stresses and anxieties at your marketing job

Stress and anxiety are very common nowadays. As a result, here is a list of techniques that a person can use to help manage their daily stresses and anxieties at their marketing job.

Sometimes, we get stressed when everything happens all at once. When this happens, a person should take a deep breath and try to find something to do for a few minutes to get their mind off of the problem. A person could take a walk, listen to some music, read the newspaper or do an activity that will give them a fresh perspective on things.

When facing a current or upcoming task at your job or business that overwhelms you with a lot of anxiety, divide the task into a series of smaller steps and then complete each of the smaller tasks one at a time. Completing these smaller tasks will make the stress more manageable and increases your chances of success.

Challenge your negative thinking with positive statements and realistic thinking. When encountering thoughts that make you fearful or depressed, challenge those thoughts by asking yourself questions that will maintain objectivity and common sense. For example, you are afraid that if you do not get that job promotion then you will be stuck at your job forever. This depresses you, however your thinking in this situation is unrealistic. The fact of the matter is that there are all kinds of jobs available and just because you don't get this job promotion doesn't mean that you will never get one. In addition, people change jobs all the time, and you always have that option of going elsewhere if you are unhappy at your present location.

Remember that no one can predict the future with one hundred percent certainty. Even if the thing that you feared does happen there are circumstances and factors that you can't predict which can be used to your advantage. For instance, you are at your place of work and you miss the deadline for a project you have been working on for the last few months. Everything you feared is coming true. Suddenly, your boss comes to your office and tells you that the deadline is extended and that he forgot to tell you the day before. This unknown factor changes everything. Remember: We may be ninety-nine percent correct in predicting the future, but all it takes is for that one percent to make a world of difference.

In dealing with your anxieties at your job, learn to take it one day at a time. While the consequences of a particular fear may seem real, there are usually other factors that cannot be anticipated and can affect the results of any situation. Get all of the facts of the situation and use them to your advantage.

Our anxieties and stresses can be difficult to manage at our place of work and in the business world. The more control you have over your stresses and anxieties, the better off you will be in the long run at your job and other business endeavours.

By Stanley Popovich

Stan Popovich is the author of "A Layman's Guide to Managing Fear Using Psychology, Christianity and Non Resistant Methods" - an easy to read book that presents a general overview of techniques that are effective in managing persistent fears and anxieties. For additional information go to: <http://www.managingfear.com/>

7 Business Lessons I Learned the HARD WAY

"We learn from failure much more than we learn from success." - Soichiro Honda

As an entrepreneur, I've made hundreds of mistakes. You'll make mistakes too, but I don't want you to make the same mistakes I made. Learning from other people's experiences is one of the smartest things you can do. I want to share with you 7 costly mistakes I made so you can avoid them in your own business.

Not All Sales Are Good

I used to think "as long as it makes us money, it's a good thing". Now I know how wrong I was. High-maintenance clients will actually LOSE you money. Plus, they'll take so much of your time that your focus will be taken away from growing your business.

Use the 80/20 rule: 20% of your clients will suck up 80% of your time. Fire that 20% and go get more like the other 80%.

Also, detect what parts of your business are the most profitable and get rid of all the others. A few years ago I had a company that used to sell cool gadgets over the Internet. We were doing really well but we were too busy all the time to grow the business. My partner and I sat down and wrote down all the things that were taking a lot of our time. We realised that shipping internationally was very time consuming and so was gift-wrapping. About 5% of our orders were international and 7% of our orders were gifts. We decided to stop shipping internationally and we lost 5% of our sales. We decided to stop offering gift-wrapping and instead of losing 7% of our sales, we only lost 2% (as it turned out, some people were asking for gift-wrapping only because it was available, but they would've ordered from us anyway).

So, we lost 7% of our sales but we freed up 15 hours per week. We spent those 15 hours to market the company and tripled our sales in the following 6 months.

Analyze your numbers and time logs; identify what's sucking up a lot of your time/money and eliminate those parts of your business. Focus on what you do very well that makes a lot of money and do A LOT MORE OF IT.

We Tend to Lie to Ourselves

Nobody likes failing and because we don't like failing, sometimes we subconsciously choose not to see the truth. Our revenues have been dropping for the last 6 months and we keep telling ourselves it's just temporary. More and more employees leave our company every month and we tell ourselves there's something wrong with them. Our marketing doesn't work and we tell ourselves things will "pick up" soon.

Lying to yourself will kill your company. It takes guts to acknowledge there's something wrong with your company but it's the only way to get things fixed.

Take a sheet of paper and make two columns: problems and solutions. Now figure out what's broken and how you're going to fix it.

When Most of Your Income Comes from One Source, You're in Trouble

A few years ago we got a huge account. It was bigger than the rest of our clients combined. I was really excited. I started working 80% of my time for this client and I instructed the rest of the team members to do the same. This

client was thrilled with our services but after 4 months they reduced their marketing budget and they stopped using us. I was devastated. Not only was this big client gone, but a few of our smaller clients had left us too. I was so focused on the "big guy" that I neglected everybody else.

Today, I'd rather have 30 clients each paying \$2,000 a month than one client paying \$100,000 a month.

If most of your income is coming from one single source, start working on changing that.

Reserves Can Save Your Business

No matter how strong you think your business is, things can always go wrong. Reserve cash can save your company when that happens.

Twice in my life I made the same mistake. The first time an employee stole a lot of money from me and put our company at great financial risk. The second time is when I lost my big client and a few small ones. In both cases I needed to borrow money to get out of the messes I got myself into. I was lucky enough to have friends with money that helped me out, but for most people that's not the case.

Today I have a rule: 10% of our profits always go to a separate bank account. I don't even think of that as "my money". That's the company's money and the company will some day need it. I know it will.

Not only is this a great business decision but it also gives me the peace of mind I need. Now I know that when something really bad happens, our business will remain strong.

You Better Have an Excellent Reason to Have a Partner

Most people have partners for the wrong reason: "because he's a really good friend", "because he's fun to work with", etc. I don't care if the person you're thinking of asking to partner with you is your best friend and very funny. That's a good reason to watch the Superbowl with him or go shopping with her, but not a good reason to go into business with that person.

Your partner should bring something to the table that you don't have. It could be money, connections or a skill you don't master. For example, I'm great at marketing but suck at finances. I get clients for our business and my partner keeps the business profitable. For one of my businesses I partnered with a guy who knows his industry extremely well. He brings to the table specialised knowledge and I bring to the table my marketing skills.

Every time I tried to partner with friends because they were good guys or fun to work with, I ended up regretting my decisions.

It's All About Working with the Right People

Do you ever find yourself explaining someone how to do something over and over again? Do you ever feel like if you want something to get done right you have to do it yourself? I have news for you: you don't have the right people on your team. I stressed for years because people I hired didn't do as well as I expected them to. After a while I realized that if 99% of my employees weren't doing a good job, I was hiring the wrong people.

When you hire the right people, everything becomes easier and more fun. The way I know someone is the right person for the job is if I can tell them WHAT to do but not HOW to do it. Tell smart people the outcome you expect and they'll find a way to make it happen.

Your Happiness Shouldn't Be Tied to Your Results

Every time I lost a client, I was really sad. Every time I got a new client, I was really happy. I don't do that anymore. It's just not good for me. Failures and successes are part of the game. Some things work out and some things don't. If you can't accept that, you shouldn't own your own business or you'll always be unhappy.

It's great to work with a goal in mind, but you should enjoy the journey too. Otherwise, nothing makes sense. Love what you do and do it as well as you can. Some days you'll see great results and some days you'll find obstacles along the way. It's the way it is. Accept it and keep on moving on. Enjoy your successes and failures. Remember: you'll learn much more from failure than you will from success.

Zeke Camusio

Serial entrepreneur, Internet marketing expert, published author, speaker and founder of "The Internet Marketing Blog": <http://www.TheOutsourcingCompany.com/blog>

7 Ways to motivate your employees

One of the most expensive costs companies have to face is employee turnover. Not only is it expensive to replace a departing employee, but it also affects the morale of the rest of the team. These are seven ways you can keep your employees happy.

Understand It's Not Just About Money

Money is an important factor; you can't pay someone 50% of their market value and expect them to be happy. But, money is not everything. People want to learn, be part of something bigger than themselves and they want recognition. If your employees are unhappy and you think paying them more will solve the problem, think again.

Learn to Say "Thank You"

A simple "thank you" can go a long way. Call your best employees and thank them for being so good at what they do. Show them how their work has contributed to the company achievements and thank them for it.

Use Positive Talk

Instead of saying, "This report is wrong", try saying, "Thank you for finishing this report so fast. Let me show you how you can make it better next time." Do you see the difference? You're focusing on how it can be done better, not how wrong it is now.

Make Congratulations Public and Reprimands Private

Have you ever been recognized by your boss in a room full of people and everyone started applauding your performance? It feels great, doesn't it? Do the same thing for your employees.

If they screw up, call them into your office, tell them what they did wrong and how they can do it better next time. There's no need to embarrass them in front of others.

Pay Attention

Get out of your own little world and pay attention to the people around you. If someone looks depressed, ask her what's going on and how you can help. Care about your people and they'll care about you.

Be Flexible

If someone is more productive working from their home, let them. If someone wants to come in and leave an hour later, let them. Different people achieve their maximum potential in different conditions.

Make Them Feel Part of Your Project

Share your company goals with your team. Explain to them how what they do fits into the plan. Show them how their work impacts the bottom line. Someone who has to fill out spreadsheets eight hours a day for four months will be a lot more motivated if he can see that those spreadsheets are part of a presentation that will get the company a few million dollars in external financing.

Allow Yourself to Be Vulnerable

Some bosses feel that they need to yell all the time and be mean so other people respect them. They feel that if they show themselves as vulnerable, they'll lose the respect of their subordinates. This isn't true. When you're going through a tough moment, talk to your employees and let them know what's happening. They'll be able to support you, they might even help you and they'll appreciate your honesty.

Lead with the Example

Do you ask your employees not to abuse the company credit card and that's exactly what you do? Do you ask them not to be late and you're late yourself? Your employees are always watching you; show them that you're a great leader and put your actions where your mouth is.

Help Them

Most managers think, "What can my employees do for me?" I encourage you to think, "What can I do for my employees?" Take them out for lunch and ask them about their goals. Maybe they want to learn a business skill and you can mentor them. Maybe they're trying to get into school and you can write a recommendation letter for them.

Ask, listen and help.

Zeke Camusio

Serial entrepreneur, Internet marketing expert, published author, speaker and founder of "The Internet Marketing Blog": <http://www.TheOutsourcingCompany.com/blog>

Improving your product-development track record

The businesses with the best product-development track records do three things better than their less-successful peers:

- * they create a clear sense of project goals early on,
- * they nurture a strong project culture in their workplace, and
- * they maintain close contact with customers throughout a project's duration.

Keep it focused

Whenever project requirements were clearly defined and communicated to teams before kickoff, the project had a greater chance of success.

Look to

Externally:

Customer's needs

Competitor's likely reaction

Technology advances

Internally

Employees

Market Research

Specialist consultants

Idea Screening

The idea screening stage helps spot good ideas and drop poor ones as soon as possible. Product development costs rise greatly in later stages, so the organisation wants to go ahead only with the product ideas that will turn into profitable products.

Idea screening asks questions such as:

- * Is the suggested product of sufficient value for buyers?
- * Is it good for our particular organisation's goals and objectives?
- * Do we have the resources (e.g. financial, skills, experience and time) to make it succeed?
- * Does it deliver more value to customers than do competing products?
- * Is it easy to promote and distribute?

Why new products fail

Here are some of the reasons new products fail

- * Overestimated Demand
- * Lack of Real Organisation Support
- * Poor Design/Technology
- * Lack of Effective Research
- * Poor Marketing Execution
- * Lack of Distribution
- * High Development Costs
- * Strong Competitive Reaction
- * Fragmented Markets
- * Social & Governmental Constraints
- * Cost
- * Capital Shortage
- * Need for Speed

Predictors of new offering success

Experience based on which new products succeed or fail has created a list of the key determinants of. These include:

- * Meets the needs of the market better than competitive offerings (perceptually)
- * Technically superior
- * Offers better perceived value
- * Interesting - provides a perception of change/newness
- * Strategic synergy – fits well with into the organisations directions (vision, goals and objectives)
- * Cultural synergy – fits well with the organisations current culture
- * Better managed development process
- * Better marketing synergy – fits into the existing marketing experience and skills of the organisation
- * Good technical synergy – fits into the existing technological experience and skills of the organisation.
- * Good timing – is introduced to the market at the right time
- * Better new product launch management
- * Poor competitive response

Best closing techniques

One of the most important stages of selling is closing the deal, which is the actions taken by the sales person to gain agreement to the sale. There are many closing techniques in sales, which are prescribed actions that sales people take to persuade the customer to make the necessary commitment. Here are some of these:

- * 1-2-3 Close - close with the principle of three.
- * Adjournment Close - give them time to think.
- * Affordable Close - ensuring people can afford what you are selling.
- * Alternative Close - offering a limited set of choices.
- * Artisan Close - show the skill of the designer.
- * Ask-the-Manager Close - use manager as authority.
- * Assumptive Close - acting as if they are ready to decide.
- * Balance-sheet Close - adding up the pros and the cons.
- * Best-time Close - emphasise how now is the best time to buy.
- * Bonus Close - offer delighter to clinch the deal.
- * Bracket Close - make three offers - with the target in the middle.
- * Calculator Close - use calculator to do discount.
- * Calendar Close - put it in the diary.
- * Companion Close - sell to the person with them.
- * Compliment Close - flatter them into submission.
- * Concession Close - give them a concession in exchange for the close.
- * Conditional Close - link closure to resolving objections.
- * Cost of Ownership Close - compare cost over time with competitors.
- * Courtship Close - woo them to the close.
- * Customer-care Close - the Customer Care Manager calls later and re-opens the conversation.
- * Daily Cost Close - reduce cost to daily amount.
- * Demonstration Close - show them the goods.
- * Distraction Close - catch them in a weak moment.
- * Doubt Close - show you doubt the product and let them disagree.
- * Economic Close - help them pay less for what they get.
- * Embarrassment Close - make not buying embarrassing.
- * Emotion Close - trigger identified emotions.
- * Empathy Close - empathise with them, then sell to your new friend.
- * Empty-offer Close - make them an empty offer that the sale fills.
- * Exclusivity Close - not everyone can buy this.
- * Extra Information Close - give them more info to tip them into closure.
- * Fire Sale Close - soiled goods, going cheap.
- * Future Close - close on a future date.
- * Give-Take Close - give something, then take it away.
- * Golden Bridge Close - make the only option attractive.
- * Handover Close - someone else does the final close.
- * Handshake Close - offer handshake to trigger automatic reciprocation.
- * Humour Close - relax them with humour.
- * Hurry Close - go fast to stop them thinking too much.
- * IQ Close - say how this is for intelligent people.
- * Minor points Close - close first on the small things.
- * Never-the-best-time Close - for customers who are delaying.
- * No-hassle Close - make it as easy as possible.
- * Now-or-never Close - to hurry things up.

- * Opportunity Cost Close - show cost of not buying.
- * Ownership Close - act as if they own what you are selling.
- * Price-promise Close - promise to meet any other price.
- * Puppy Close - acting cute to invoke sympathy and a nurturing response.
- * Quality Close - sell on quality, not on price.
- * Rational Close - use logic and reason.
- * Repetition Close - repeat a closing action several times.
- * Retrial Close - go back to square one.
- * Reversal Close - act as if you do not want them to buy the product.
- * Save-the-world close: - buy now and help save the world.
- * Selective-deafness Close - respond only to what you want to hear.
- * Shame Close - make not buying shameful.
- * Shopping List Close - tick off list of their needs.
- * Similarity Close - bond them to a person in a story.
- * Standing-room-only Close - show how others are queuing up to buy.
- * Summary Close - tell them all the things they are going to receive.
- * Testimonial Close - use a happy customer to convince the new customer.
- * Thermometer Close - they score out of ten, you close gap.
- * Think About It Close - give them time to think about it.
- * Treat Close - persuade them to 'give themselves a treat'.
- * Trial Close - see if they are ready for a close.
- * Valuable Customer Close - offer them a special 'valued customer' deal.
- * Ultimatum Close - show negative consequences of not buying.
- * Yes-set Close - get them saying 'yes' and they'll keep saying 'yes'.

This is a big list, but the real list of closing techniques is almost endless. You can go to each need, for example, and invent several closes around satisfying or threatening them. Here are closing tips to help you further.

'Sell on the tangibles, close on the intangibles' is good general advice. Note how many of these methods follow this rule.

Don't forget the caveat in all of this. If people feel tricked or otherwise betrayed, they will not only not buy from you now, they may well never buy from you ever again or even turn all their friends against you. In particular beware of using unobvious techniques with professional buyers, who can usually see them coming from miles away.

Turning a Touch Into a Relationship?

Relationships don't just happen, they are built—one experience at a time

Rule 1. Start the relationship right: Send a welcome email.

"Many marketers consider the welcome email to be the most important email they send," Joel reports, "because it sets the tone for the brand or company's relationship with the subscriber.

Tip: "Say 'thank you for subscribing' with a code or coupon for a discount off their next purchase, or a special offer to download an educational resource of value."

Rule 2. Invite subscribers to identify their needs and interests.

"One of the smartest—and easiest—things you can do to build powerful relationships with subscribers is to invite them to tell you how they want to be served," Joel advises.

Tip: Offer a Subscriber Preference Centre at your website and invite new subscribers to go there to identify their information needs. Make sure you stress a solid privacy policy at the site.

Rule 3. Deliver information that aids decision-making.

Use personalisation technology to deliver targeted, "dynamic content," Joel advises. "Dynamic content enables marketers to define specific business rules that determine who receives what content and when—all based on the needs, interests, and behaviour of individual subscribers."

Tip: Personalise an email by sending it "on behalf of" the customer's sales rep or account manager. Name recognition adds a special connection that subscribers appreciate.

Rule 4. Give your subscribers a voice.

It's a brave new marketing world out there: Consumers expect to play an active role in any marketing relationship you initiate. One of the most effective tactics marketers can use these days to engage subscribers and keep them involved is Social Forward, Joel reports: "Social Forward leverages technology to make it easy for subscribers to share email content with others in their social networks."

Tip: "Embed social-media icons for top social-networking sites like Facebook directly in the content of the email, so subscribers can click on the icon and share a specific article or offer."

Rule 5. Keep your sales reps informed and actively involved.

"I highly recommend integrating your CRM with your email communications systems and your Web analytics technology," Joel advises.

Tip: Send reps a 'triggered' alert each time a prospect or customer does something of significance. For example, an alert can go out when a subscriber:

- * Registers for a webinar or other event
- * Downloads a white paper or other resource from the website
- * Contacts customer service

Will Windows Phone 7 reboot Microsoft's mobile strategy?

For Microsoft to regain its reputation as an innovator, it's not enough for consumers to declare "I'm a PC," as they have in the company's high-profile ad series. They also need to get on board with Windows Phone 7, Microsoft's attempt to reboot its mobile strategy and introduce an operating system that's more consumer friendly. With its new offering, the one-time frontrunner is hoping to recapture momentum in a U.S. smartphone market dominated by Apple's iPhone and Research in Motion's BlackBerry, with Google's Android platform quickly gaining buzz. Microsoft needs a bold move to regain lost ground, Wharton experts say, but it's unclear if Windows Phone 7 is enough to make the software giant "phone fashionable" again.

Designed to integrate video, Xbox games, the Bing search engine and Zune music into one mobile device, the Windows Phone 7 platform was unveiled by Microsoft in February. Gadgets equipped with the system are expected to hit stores by the 2010 holiday season via manufacturers and wireless carriers, including AT&T, Verizon Wireless, Sprint, T-Mobile, HTC, Samsung and others. Microsoft CEO Steve Ballmer said on February 15 at the 2010 Mobile World Congress in Barcelona, Spain, that the company's latest effort is designed to stand out "in a crowded market filled with phones that look the same and do the same things."

Users of Windows Phone 7 can keep track of Facebook updates, weather reports, news and other information using "live tiles" that replace static icons with vibrant, continually updated content blocks that can be rearranged with the touch of a fingertip. There are also "hubs" that organise applications into categories, such as People; Games; Music and Video; Marketplace; and Office, including Microsoft Excel, Word and OneNote documents. The approach is designed to better compete with the iPhone and efforts from Motorola, which is pushing real-time content to devices powered by Google's Android operating system. On March 18, Microsoft introduced tools that allow software

developers to build, and put on the company's marketplace, applications for playing games, conducting business and interacting with peers. Windows Phone 7 represents a complete "do over" by Microsoft and is not compatible with Windows Mobile 6.5, the company's current mobile operating system.

As competitors and new innovations appeared on the scene, Microsoft has watched the Windows Mobile operating system's global market share fall from 11.8% in 2008 to 8.7% in 2009, according to research firm Gartner. But there is no guarantee that Windows Phone 7 will put the company back in the smartphone game.

"The move to Windows Phone 7 makes sense to me," says Kartik Hosanagar, an operations and information management professor at Wharton. Citing usage data by research firm Quantcast, Hosanagar notes that "there has been a huge drop in Windows Mobile usage" since 2007 and the launch of Apple's iPhone. "That data suggests a strong correlation between the iPhone's success and the failure of Windows Mobile. You can see where Microsoft is coming from."

Indeed, comScore, which tracks mobile phone usage as well as Internet traffic, reported Microsoft's January market share in the United States was 15.7 % -- good for third place, but down 4% from October 2009. BlackBerry is the top smartphone platform in the U.S. with a 43% market share, followed by Apple with 25.1%. Global market share figures put Nokia's Symbian operating system on top, but the platform is not a frontrunner the United States.

"Microsoft had to make a clean break from the previous operating system," says Wharton management professor David Hsu. "The company was at risk of being shut out of a category that's growing."

The Windows Phone 7 effort is just the latest rebound attempt from Microsoft. The company launched the Bing search engine in 2009 in an effort to catch up with Google. So far, Bing is steadily gaining ground, ending February with 11.5% of the search market, up from 9.4% in September, according to comScore. The Zune music player was an effort to compete with Apple's iPod, but the product hasn't caught on with consumers. Other late entries, such as the Xbox gaming system, have been more successful. The Windows 7 PC operating system is another comeback story and appears to be enticing customers to leave Windows XP -- the predecessor to the heavily criticised Windows Vista.

Is It Too Late?

Rallying in the tech sector is becoming increasingly difficult, Wharton experts say, noting that Microsoft has been forced to perpetually play catch up to Google and Apple in recent times, but adding that it's too early to count the software giant out of the game. "Microsoft has this history of taking a wait-and-see approach to new markets," Hsu notes. "It's an artefact of being a large, incumbent organisation."

Still, "there are great ideas inside Microsoft," says Wharton legal studies and business ethics professor Andrea Matwyshyn, who adds that the company's research unit is developing cutting-edge technology. "There's innovation, but does it bubble up fast enough to have the technology included into products?" She notes that Microsoft has historically been content to be a fast follower in new markets, but it's uncertain whether the company can continue to take that approach.

Microsoft officials think Windows Phone 7 puts the company on the right smartphone track by making a unique proposition to consumers. "There's no doubt that this phone market is a) highly competitive, b) highly dynamic, and c) super exciting," Ballmer said at February's Mobile World Congress. "And there is no question in our minds as we go back a couple years that we needed, and wanted, to do some things that were out of the box, clearly differentiated from our past, and ... clearly differentiated from other things going on in the market."

At that February kick-off for Windows Phone 7, Ballmer portrayed his company as one that has learned from previous mistakes. For instance, Microsoft is taking a bigger role with hardware partners to design specific requirements to "allow us to [create] great experiences" and ensure Windows Phone 7 complements strong smartphone designs.

Ballmer added that Windows Phone 7 is a critical component to Microsoft's three-screen strategy encompassing phone, PC and TV. The ultimate goal is creating an integrated environment for software, services and applications.

The approach may be right, but the question is whether Microsoft can deliver. "Apple's success is about the ecosystem that's somehow [united] with all of its products. Everything fits into an ecosystem that enables a digital lifestyle," Hosanagar says. "The success of the iPod contributed to increased market share for the Mac and also helped to drive the interface and success of the iPhone. And Apple is leveraging all of that with the iPad. Microsoft just hasn't taken that ecosystem approach with its products." Hosanagar adds that, instead, Microsoft has built products in siloed divisions that didn't connect. "Windows Phone 7 is an effort to acknowledge that Microsoft needs to manage the ecosystem better."

Experts suggest that "siloed" product development issues are one of the big reasons Windows Mobile failed to keep pace with the iPhone and Android platforms. "Nothing about Windows Mobile was part of an integrated strategy," says Eric Clemons, an operations and information management professor at Wharton. "The iPhone is both a halo brand and a marvellous extension device, making the Mac more attractive. The Google phones are part of a platform strategy. Windows Mobile was just another sales opportunity, sort of as if Microsoft had bought a Seattle brewery."

Apparently, Microsoft gets the message. "A phone is an intimate piece of hardware that you carry with you, and you don't just use it for functionality, as a work tool and as a home tool; it's an expression of your personality and who you are. It should be delightful and engaging and it should make people smile when they use it," Joe Belfiore, vice president in charge of program management and design for Windows Phone 7 devices, said at the Mobile World Congress in February.

But will Microsoft's new mobile operating system be enough to stop the slide of its market share and spur growth? The iPhone and Android platforms aren't standing still, either. "The consumer side of the smartphone market is crowded," says Kendall Whitehouse, director of new media at Wharton. "But people are counting out Microsoft much too early. Microsoft is a very strong company with a diversified product line, a lot of cash and a strong base of developers. And it is tenacious."

Analysts say that Microsoft is at least back in the running with Windows Phone 7. "Windows Phone 7 Series is a major step forward for Microsoft in becoming relevant in the smartphone market, an area that remains a major soft spot within its broad portfolio of Windows-based products and services," Barclays Capital analyst Israel Hernandez said in a research note. Hernandez added that there is more room for growth in the smartphone market. According to research firm IDC, there were 174.2 million smart phones shipped in 2009. That sum accounts for 15.4% of all mobile phones shipped, up from 12.7% in 2008.

Consumer vs. Corporate

At the core of Microsoft's launch of Windows Phone 7 is capturing the interest of shoppers in search of mobile devices that will complement their busy multimedia lifestyles. Although company officials made a passing mention of the product's business-focused features, such as Office, they emphasised the system's capabilities for social networking, games and music. Executives at the software giant have acknowledged that Windows 7 will initially be geared toward general consumers, rather than corporate customers.

But experts at Wharton are unsure about the effectiveness of a consumer-first strategy, an approach that was successful for Apple and Google's Android platform. They suggest that Microsoft may be better off playing to its strength with corporate customers. Matwyshyn and Whitehouse suggest that Research in Motion's BlackBerry, which generally attracts a more business-oriented audience, may be an easier mark.

"Microsoft appears to be following the Apple formula," says Matwyshyn. "If Windows Phone 7 is designed to be a challenger to Android and the iPhone, that makes sense, but it strikes me that the enterprise route and the BlackBerry will be an easier target to work with." She adds that the level of passion for BlackBerry devices doesn't compare to the enthusiasm for Android phones and the iPhone.

According to Whitehouse, Microsoft has a natural affinity with corporate customers and may be better suited to lock down that category first, and then go after the general public. "I would argue that there is not one smartphone market -- consumer and enterprise needs are different." Hosanagar, however, acknowledges that while Microsoft has traditionally appealed to corporate customers, the mobile market is converging. Consumers are increasingly bringing the iPhone and other popular devices to work.

Charlie Kindel, a Microsoft executive who is spearheading Windows Phone 7 development, outlined the company's position in a blog post. He noted that the operating system's devices are focused on the consumer, who most likely also happens to be an employee of a corporation. "We know ... end-users have busy personal and business lives. We are building a phone that will be great for helping users deal with both lives."

But the corporate world may ultimately be Microsoft's chance to set itself apart from the competition, notes Hsu, who expects the company will ultimately innovate by accessing institutional documents, connecting to business applications such as Office and SharePoint, and giving companies better controls for security. Indeed, Microsoft will need every advantage it can get if the company wants to keep pace with Apple, Google and Research in Motion. "Microsoft needs to be in this business and it will need to differentiate itself," says Hsu.

Still, it is too early to predict whether Microsoft will emerge as the leader of the smartphone race. "At the end of the day, Windows Phone 7 may be like Bing," Hosanagar says. "Bing helped Microsoft, but wasn't a game changer. I doubt Windows Phone 7 is a game changer ... just something that puts it back into the mix. Ten years ago, Microsoft had monopoly power and no one wanted to compete with it. Now, we're asking whether Microsoft can compete with the others. Things have changed."

How to use Persuasive language

All use of language can act to persuade. Here are some tips on how to do it better:

- * Final impact: Put the impact at the end of the sentence.
- * Hidden commands: Burying commands in sentences.
- * Intensifiers: increasing the emotional impact of a statement.
- * Object focus: Focus on the object and let the subject slip by.
- * Power words: Words that have special meaning.
- * Pronoun language: I, you and so on add power.
- * Sensory language: Language that evokes senses.
- * Short sentences: Like this. That work. Of course.
- * Temporal language: Changing time and hence meaning.
- * Trivialising words: Deflating what others say.
- * Using pauses: Adding power with very largely nothing.

Building your brands strength

Brand Auditing – When companies periodically audit their brands' strengths and weaknesses, and occasionally discover that it may have to reposition the brand because of changing customer preferences or new competitors. The world's strongest brands share 10 attributes:

1. The brand excels at delivering the benefits consumers truly desire.
2. The brand stays relevant.
3. The pricing strategy is based on consumers' perceptions of value
4. The brand is properly positioned.
5. The brand is consistent.
6. The brand portfolio and hierarchy makes sense.
7. The brand makes use of and coordinates a full repertoire of marketing activities to build equity.
8. The brand's managers understand what the brand means to consumers.
9. The brand is given proper, sustained support.
10. The company monitors sources of brand equity.

Brand Building Tools -

1. Public relations and press releases - Brands can gain a lot of attention from well-placed newspaper & magazine stories, not to mention appearing visually in Hollywood films.
2. Sponsorships - Brands are frequently promoted in sponsored events such as world-famous bicycle & car race.
3. Clubs & consumer communities - Brands can form the centre of a customer community such as Harley-Davidson motorcycle owners or Bradford Plate collectors
4. Factory visits - Hershey's & Cadbury's, two candy companies, have built theme parks at their factories & they invite visitors to spend a day.
5. Trade Shows - Trade shows represent a great opportunity to build brand awareness, knowledge, & interest.
6. Event marketing - Many automobile companies make an event out of introducing their new car models.
7. Public facilities - Perrier, the bottled water company, etched its identity in the public mind by building running tracks in public parks to promote healthful lifestyles.
8. Social cause marketing - Brands can achieve a following by donating money to charitable causes.
9. High value for the money - Some brands create positive word of mouth by offering exceptional value for the money.
10. Founder's or a celebrity personality - A colourful founder or a celebrity personality can create positive affect for a brand.
11. Mobile phone marketing - Customers will hear about brands on their wireless mobile phones as m-commerce grows.

Developing brand personality

Modern goods are recognised as essentially psychological things which are symbolic of personal attributes and goals and of social patterns and strivings ... all commercial objects have a symbolic character, and making a purchase involves an assessment - implicit or explicit - of this symbolism, to decide whether or not it fits. -
Sidney Levy, in Symbols for Sale

We hold that every advertisement must be considered as a contribution to the complex symbol which is the brand image, as part of the long term investment in the reputation of the brand. -
David Ogilvy, in Confessions of an Advertising Man

There is a way in which advertising can make brands more desirable to the consumer: the development of a "personality" for the brand. As will become clearer shortly, the task of creating a brand image often needs to move beyond attributes or feelings, to include the ultimate consequences of product use and the relationship of product use to people's life-styles, needs, and values. A positioning strategy that focuses only on attributes or feelings can be shallow and less effective than one that is based on a richer knowledge of the customer.

The brand personality

Joseph Plummer, former research director of Young & Rubicam, indicates that there are three components to a brand image: attributes, consequences, and brand personality. It is perhaps more inclusive to think of a brand's image as encompassing all the associations that a consumer has for that brand: all the thoughts, feelings, and imagery that are mentally linked to that brand in the consumer's memory. Thus McDonald's could be linked to a character such as Ronald McDonald, an image of a "typical user" as being a young teenager or a small child (rather than a middle-aged adult), a feeling of having fun, a product characteristic such as service, a symbol such as the golden arches, a life-style such as hurried and being into "junk food," an object such as a car, or an activity such as going to a movie theatre next to McDonald's.

In previous chapters we have discussed at length how advertising can influence some of these associations: those with attributes or benefits and those with feelings. Here we will turn to those associations within the overall brand image that are typically called "brand personality," which include (but are not limited to) associations with particular characters, symbols, endorsers, life-styles, and types of users. In the McDonald's instance, the brand personality might encompass Ronald McDonald, golden arches, fast-food consumption, and teenagers having fun. Together, such brand personality associations create a composite image of a brand that is not very different from the image that we have of other people: they make us think of a brand as if it were a person. Just as a person will have certain characteristics that define his or her personality, so can a brand.

When we think of a person, what do we think of? First, of course, there are the obvious demographic descriptors: gender (male or female), age (young or old), and income or social class (poor, middle class, or rich). Similarly, a brand can often be thought of as masculine or feminine, modern or old-fashioned, and everyday blue collar or elegantly upper class. Such a characterisation is often made not just of particular brands but of certain product categories or segments of them: thus wine could be thought of as more upper class than beer, regardless of the specific wine in question (though there will, of course, be gradations among wines themselves on this dimension). In thinking about the personalities of retail stores, for instance, one is quite likely to find the differences in perceived social class as being dominating. Apart from the quality and high prices of the merchandise, such a store personality is also created through layout and architecture, symbols and colours used in advertising and design elements, and the quality and character of the sales personnel.

Brand personality, just like human personality, goes beyond demographic descriptors, however. People typically characterise each other on hundreds of personality trait adjectives. Thus we may describe someone as being warm, stupid, mean-spirited, aggressive, and so on. Psychologists who have studied personality descriptions typically subscribe to a "trait" approach to studying and measuring human personality and believe that every person can be calibrated on the extent to which he or she possesses certain traits (such as being aggressive, warm, etc.). This approach is widely attributed to the psychologists Gordon Allport, H. J. Eysenck, and Raymond Cattell, who developed it from the late 1930s to the early 1960s. While people could potentially be measured on infinite trait adjectives, personality researchers have reduced the various adjectives to five basic underlying dimensions or factors:

1. Extraversion/introversion (example adjectives: adventurous-cautious, sociable reclusive)
2. Agreeableness (examples: good-natured-irritable; gentle-headstrong)
3. Conscientiousness (examples: responsible-undependable; tidy-careless)
4. Emotional stability (composed-excitable; calm-anxious)
5. Culture (artistically-sensitive-insensitive; intellectual-unreflective; refined-crude; imaginative-simple)

Similarly, a brand could be characterised as adventurous, headstrong, undependable, excitable, and somewhat crude. As will be elaborated on shortly, a brand could acquire such a personality profile through advertising-created

associations with certain types of users (the kinds of people depicted as using it) or the kinds of people used to endorse it in the advertising. Of course, other sources of such associations might be more important than advertising, including direct observations of typical users, culturally ingrained stereotypes, word-of-mouth, and news media reports or publicity. Indeed, these avenues should be considered in tandem with advertising as ways of developing or enhancing brand personalities (developing group or peer norms are discussed in the next chapter).

In addition to being characterised on these personality traits, brand personalities like human personalities imply associated feelings. Thus, just as we can think of someone (or some brand) as being adventurous and excitable, we are likely also to associate with this person (or brand) feelings of urgency, excitement, or fun (for example, Pepsi). Alternatively, the act of buying or consuming some other brand might carry with it associated feelings of security and calmness (such as eating Savoy Crackers) or back-slapping folksiness. Drinking Campbell's soup, are likely to evoke warm, "homey" feelings, due to years of consistent advertising using such imagery.

Further, a brand's personality also creates an association of that brand with certain important life values. A "value" has been defined by Rokeach as a "centrally held, enduring belief which guides actions and judgments across specific situations and beyond immediate goals to more ultimate end-states of existence." Examples of values are the pursuit of an exciting life, the search for self-respect, the need to be intellectual, the desire for self-expression, and so on. Individuals differ in the extent to which they hold different values as being central to their lives: while one person may highly value the pursuit of fun and excitement, another may be more concerned with self-expression or security. A brand that acquires a distinctive personality may get strongly associated with a certain value, and strongly attract people who attach great importance to that value.

The value preferences of a key target segment ought to be researched and used in the development of a personality for a brand: if young adults who drink beer rank "fun and excitement" as their highest value, then the development of a "party animal" brand personality

Finally, what often matters more than the specific personality attributed to a brand is the question of whether a brand has any clear personality at all. A brand that over the years acquires a distinctive, well-known personality becomes like an "old friend;" consumers feel familiar and comfortable with it, it offers a sense of security and reassurance, and most consumers would rather pick it up rather than a newer brand from which they feel more psychologically distant. One of the reasons that market-leading brands tend to stay that way is that they acquire this "good friend" personality. However, such a personality can also become a liability, if the brand slowly becomes perceived as being old fashioned and out of step with the times, and consumers (at least a sizable segment of them) begin to prefer a more contemporary, new-and-different brand. It becomes vital in such situations to "contemporise" and "freshen" the brand personality over the years.

For example, research on Betty Crocker, conducted in the late 1970s involving more than 3,000 women, found that in general, Betty Crocker was viewed as a company that is

Honest and dependable
Friendly and concerned about consumers
A specialist in baked goods

but

Out of date
Old and traditional
A manufacturer of "old standby" products
Not particularly contemporary or innovative

The conclusion was that the Betty Crocker image needed to be strengthened to become more modern and innovative and less old and stodgy. As a result of such research, the depicted face of Betty Crocker, the fictional advice-giving spokeswoman for General Mills, has been changed seven times since the first portrait was painted in 1936 .

This concept of brand personality, of a "brand as a person," is used by various advertising agencies and marketing client companies. It has proved especially valuable in studies of corporate image.

Why is brand personality important?

This question can be answered from two perspectives: that of the advertiser and that of the consumer.

For the advertiser, the development and reinforcement of a personality for a brand serves to differentiate the brand from competition. At a time when many brands are at or near parity in terms of technology (or are perceived to be so by consumers), the only difference between brands is often the personality that is associated with them. By creating a favourable and liked brand personality, a marketer can set his brand apart, which often enables the marketer to gain market share and/or to charge a higher price (or, at minimum, to avoid losing share to competitive brands that charge lower prices or run frequent consumer or trade promotions). Further, a brand personality is often unique and non-pre-emptible: while competitors can match your brand's features and price, they usually cannot duplicate your brand personality (and, if they try to do so, they may simply end up giving your brand free advertising).

There are other, longer-term, advantages to building a distinctive brand personality. If advertising is not simply to be a short-term expense, but a longer-term investment, a brand's advertising should not merely lead to immediate sales but should also lead to the long-term enhancement of the brand's "equity" or "goodwill." Companies that create advertising which enhance such brand equity treat the value of a brand (or brand name) as an asset, much like a bank deposit. Advertising that creates or reinforces a brand's personality serves to increase the asset value of that brand; advertising that lacks such character serves to depreciate this asset value.

Why care about this hard-to-quantify asset value?

There are several reasons. First, a brand-like other assets-can be bought or sold. Much of the growth of the consumer product giant corporations in the 1980s was achieved by a strategy of acquiring valuable brand names from other companies, often at huge prices that vastly exceeded the valuation of the plants and machinery (the so-called "hard assets") that went with these transactions. As examples, think of the acquisitions by Philip Morris of General Foods and Kraft, by Procter & Gamble of Richardson-Vicks, and by Unilever of ChesebroughPond's. In these transactions, the price paid was two or three times the book value of the physical assets, presumably because of the non-quantified value of the brand names acquired in the transaction. Second, a brand's asset value can command such high prices because of what it gives the company that owns it: access to a distribution network, with shelf facings in the stores; high consumer awareness and loyalty, leading to a stream of repurchases (and therefore income) in the years to come; and economies in terms of marketing expenses, especially in the costs of launching new brands. "Line extensions" bearing an already known brand name do not require the huge budgets otherwise required to launch a new brand name.

Brand personality is important to the consumer for a rather different set of reasons.

Knowingly or unknowingly, consumers regard their possessions as part of themselves; people acquire or reinforce their sense of self, their identities, in part through the goods they buy and what these material goods symbolise, both to themselves and to others they come into contact with and care about. What is "me" depends, in part, on what is "mine"; we define who we are not only by our physical bodies and our occupations, but also by our possessions (such as the watch we wear). That is why a loss of material possessions-such as in a robbery or a natural disaster-leaves us

feeling as if a "part of us" is gone. Of course, the extent to which we "invest our selves" in products and brands varies: more, for example, in automobiles and clothing, less (perhaps) in the brand of paper towel we buy.

It is also plausible to suggest that as traditional institutions in society-such as the family, and religion-decline in importance, more and more individuals in society define their self-worth in terms of material possessions and their symbolic associations, their "social value." Further, in such an "outer-directed" society our sense of belonging to peer and other groups can depend significantly on a sense (and display) of shared brand ownership. We use our possessions not only to define ourselves as individuals, but also to define which groups we belong to-and do not belong to.

As part of this "self-defining" process, consumers select those brands that have a brand personality that is congruent with their own self-concept. That is, a consumer who does not think of himself as "flashy" is likely to feel uncomfortable in a car that is extremely attention grabbing and different from the norm; there is a lack of congruency in such a situation.

In one study, it was found that automobile consumers sought out cars whose product image was similar to their own image, on various personality attributes (such as exciting/dull).

Importantly, there is some evidence that the type of congruency that is important in such brand choice is not that between a brand's personality and a consumer's actual personality but rather that between a brand's personality and a consumer's "ideal" or "aspirational" personality, though the evidence on this is not unequivocal.

When is brand personality more important?

It was mentioned earlier that, to the extent that consumers select brands because of the congruity between their self-image and the brand's personality, this "self-definition" rationale would be stronger in some product categories than in others.

Specifically, we said that consumers are more likely to "invest their sense of self" in product categories such as automobiles and clothing than in paper towels. As would make sense intuitively, researchers have argued that such image congruence is of greater importance in those situations where the product is "socially conspicuous," which certainly characterises automobiles and clothing.

This makes sense because our sense of self is supposed to grow out of the reactions of significant others; the symbolic aspects of brand and product choice should thus matter more when others can see us choose or use them. Put another way, brand personality should be a more important determinant of brand choice in situations where the "social signalling value" of that brand or product category is greater. This also applies when different consumption occasions for the same product are involved: drinking a beer at home by oneself is not socially conspicuous, but drinking a beer at home in front of guests-and drinking beer in a bar-are certainly more "socially conspicuous" situations, where self-definition and brand personality become more important.

Another factor contributing to this "signalling value," in addition to social conspicuousness, is the relative scarcity of the product category-luxury goods, being relatively more scarce, tell people more about the user's affluence and/or taste than do products that are more commonly available. A fur coat would not be as socially symbolic if everyone in sight were wearing one.

A third factor that research has shown as relevant is the extent to which the good is "ambiguous" regarding its inherent quality level. 15 If a consumer is not enough of an expert in a product or service category to clearly determine for himself or herself that the brand is of superior quality, then the consumer is more likely to rely on the image created through advertising to make that determination (and is more likely to believe what the advertising says). Brand

personality is more likely to sway consumer purchases in such instances. Thus, "ambiguous" purchasing occasions may arise in the purchase of high-tech products, sensory (food, drink, fragrance) products, and consumer service situations. Brand personality (sometimes created through the "transformational advertising" discussed in the last chapter) is more likely to be important in such situations.

Finally, while we have only discussed differences in product categories until now, it has also been found that certain types of individuals are also more susceptible to brand personality symbolism. These are individuals who are always more conscious of how they appear to other people, how they are being evaluated by others, and who are constantly "modifying" their own personalities to appear more likable to others. Psychologists call such people "high self-monitors" and have shown that such people are more sensitive to imagery advertising appeals than are "low self-monitors."

Implementing a brand personality strategy

There are three steps to implementing a brand personality strategy through advertising: researching the symbolic associations that currently exist with the product category and competitive brands, deciding which brand personality is going to be of greatest value with the target consumer segment, and executing the desired brand personality strategy (creating, enhancing, or modifying the brand's personality).

Researching brand personality

There are various ways to learn about the brand personalities that consumers associate with the different brands in a product category, as well as with the product category itself. Some are more direct and quantitative, while others are more indirect and qualitative.

Among the quantitative techniques available, perhaps the simplest is to have consumers rate a brand, and/or users of that brand, on various personality adjectives. Thus a consumer might rate Pepsi, and/or a user of Pepsi, as being relatively high on scales for the adjectives of being competitive, aggressive, and so on. Different brands in a product category could then be "profiled" (compared) on these personality adjective scales.

In one study conducted by Young & Rubicam, respondents were asked to indicate which of a set of 50 personality-related words and phrases they would use to describe each of a set of brands. A total of 39 percent said that Holiday Inn was "cheerful," whereas only 6 percent said that Bird's Eye was "cheerful." Holiday Inn was also described as friendly, ordinary, practical, modern, reliable, and honest, while Oil of Olay was described as gentle, sophisticated, mature, exotic, mysterious, and down-to-earth.

While easy to do, this method of using scales and adjectives suffers from at least two disadvantages: the list of specific personality scales used might be incomplete (or some of them might be irrelevant), and consumers may be unable or unwilling to give their true opinions about a brand's personality through such "direct" elicitation techniques. The qualitative, projective techniques which we will discuss next attempt to get over this second limitation.

The hope is that they will be more able to get at some of these "unconscious" (or difficult-to-articulate) personality perceptions that a consumer may have about a brand. For example, if a reason for buying designer jeans is that consumers feel more socially accepted when they wear them because others wear them too, this is less likely to emerge in direct methods-where a logical, functional rationalization may be provided instead-but may well appear in these qualitative methods.

One way to obtain qualitative insight into the personality associations with the typical users of the product is to use "photo sorts." Consumers are given photographs of individuals, asked to pick which ones they think use particular brands, and then asked to describe these individuals. In a twist on this technique, conducted when instant coffee was somewhat new, two groups of consumers were shown a seven-item shopping list

Another of these qualitative methods is the use of free associations: the subject is given a stimulus word (such as the brand name or advertising slogan) and then asked to provide the first set of words that come to mind.

Since such free association tasks can yield a huge number of associations, consumers can be then asked (for each key association) how well it fits the brand (on a scale of "fits extremely well" to "fits not well at all").

A variant of word association is sentence completion. The respondent is asked to complete a partial sentence: "People like the Mazda Miata because . . ." or "Burger King is - . . ." and so on. Again, the respondent is encouraged to respond with the first thought that comes to mind.'

Another approach is to have consumers interpret a scene presented visually in which the product or brand is playing a role.

Other projective techniques are also used. Ernest Dichter, the father of motivational research, routinely used a "psychodrama" technique where he asked people to act out a product. "You are Ivory soap. How old are you? Are you masculine or feminine? What type of personality do you have? What magazines do you read?" McCann-Erickson has 22 respondents draw figures of typical brand users. In one case, they asked 50 people to draw figures of two brands of cake mix, Pillsbury and Duncan Hines. Pillsbury users were consistently portrayed as apron-clad, grandmotherly types. In contrast, Duncan Hines' purchasers were shown as slender, contemporary Women.

Finally, another frequently used qualitative approach is to ask consumers to relate brands to other kinds of objects such as animals, cars, people, magazines, trees, movies, or books. For example, if this brand was a car, what type of car might it be? In one study, Young & Rubicam found that Oil of Olay was associated with mink, France, secretary, silk, swimming, and Vogue magazine. Kentucky Fried Chicken, in contrast, was associated with Puerto Rico, a zebra (recall the stripes on a KFC bucket!), a housewife dressed in denim, camping, and TV Guide. Clearly, the result of such techniques is a rich description of the product that suggests associations to develop and ones to avoid.

Targeting a brand personality

The personality scale ratings or associations obtained through the methods just described can next be compared to the target consumer's ratings of his or her own personality, both actual and aspired-to, and inferences can be drawn on which aspects of a brand's personality need to be reinforced or changed through advertising. Clearly, this process of selecting a "target" brand personality requires a good sense of judgment, for one must choose a personality that corresponds to the "ideal" personality for a brand in that category, given the relevant use-setting and context, keeping in mind the personality strengths and weaknesses of competitive brands. It also goes without saying that the targeted personality must be consistent with the functional or psychological benefit that the brand is promising: if a bank is advertising good service, the personality must obviously be one of friendly, but efficient, service.

In this judgmental process it is often useful first to identify the demographics of the target segment: are they women, or teenagers, or blue-collar men? One can then use research (and commonsense observation) to see what life values and personality traits the target segment is likely to aspire to. For instance, research has shown that women are more likely than men to identify warm relationships with others and a sense of belonging as their most important value, while men are more likely to value a sense of accomplish Fun-enjoyment-excitement are also typically and fun-enjoyment-excitement. Fun valued more by younger consumers, while security as a value increases with age.

Various typologies of consumers exist that use personalities, values, life-styles and attitudes as variables, among them VALS and the more recent VALS 2, values and life-styles typologies created by SRI, Inc. In its first version, VALS focused on the distinction between inner-directed consumers, driven by their convictions, passions, and need for self-

expression, and outer-directed consumers, driven by their responses to signals from other people. Using this distinction, it grouped people into nine categories (called Survivors, Sustainers, Belongers, Emulators, Achievers, I-Am-Me's, Experientials, Societally Conscious, and Integrateds). VALS 2 uses the additional classifying dimension of the "resources" people have (education, income, etc.) to create eight categories (called Fulfilleds, Believers, Achievers, Strivers, Experiencers, Makers, Strugglers, and Actualisers). Again, one can typically (through custom or syndicated research) profile one's target segment in terms of such a typology and then try to develop a brand personality that will appeal most to the target segment.

Executing a brand personality strategy

Once a brand personality has been researched and targeted, advertising must be developed that creates, reinforces, or changes that target personality. While the following discussion is limited to the role of advertising in such brand personality development, it is extremely important to note that every element of the marketing and communication mix plays a role-especially packaging, pricing, sales promotions, and distribution. Further, the extent to which a brand personality gets successfully created depends significantly on the extent to which these different forces operate synergistically. Expensive-looking advertising is not going to work if the product is priced at \$1.99 and is distributed through every cheap neighbourhood store. Key advertising elements that contribute to a brand's personality are the following:

Endorser. The choice of an endorser is often crucial, because the personality of the endorser can get transferred to the brand with enough repetition. The endorser need not be real, or even human: the Marlboro cowboys, or the spokesdog Spuds MacKenzie, who gave Bud Light beer the fun loving personality that made it so appealing to its young male target segment-ages 25-34 . Where the characters are not real, the casting becomes vital: the people chosen to play a role need to be "exactly right."

User Imagery. The kind of brand user portrayed in the ad can also be very important. The American Express card creates a very specific user image,

Executorial Elements. Elements such as the choice (in broadcast ads) of music, visual direction, pace and nature of editing, colour schemes used, and (in print ads) of colour, layout, and typography can all contribute substantially to a brand's personality.

A very useful executorial element is the use of an idiosyncratic brand symbol, such as McDonald's golden arches, Merrill Lynch's bull, or Prudential Bache's rock. If your brand doesn't have such a symbol, consider creating one, to give it identity and personality.

Consistency. In addition to the content of the advertising, one other basic advertising principle is very important in executing a brand personality strategy. It is the principle of predictability and consistency. Just as in any positioning strategy, a brand personality can only develop successfully if the important symbolic aspects of the brand-such as those just described-remain consistent over time. Brands that change these elements risk diluting their personalities, or end up having no brand personality at all. Finally, decisions about other marketing elements-especially pricing, promotions, and distribution-must always support and reinforce a brand's basic personality, not reduce its character.

Just as people have individual personalities, brands too can develop personalities. Advertising for these brands identifies and develops a consistent image that is reinforced over time.

Through such a personality, brands can be seen as young or old, masculine or feminine, aggressive or introverted, or sophisticated or blue collar and in a variety of different ways. Just as with people, the brands we know can come to symbolise certain important life values and certain associated emotional characteristics.

Brand personalities matter because consumers are attracted to brands that possess personalities they themselves identify with, or seek. Consumers often use their choice of brands to tell themselves, and other people they care about, what kinds of individuals they really are (or want to be seen as). To the companies that market these brands, a brand with a strong brand personality represents brand equity that can be capitalised on in marketing efforts (such as launching brand extensions much more economically than would otherwise be the case), and also represents brand goodwill that has intrinsic financial value.

While a brand personality can always add a defining character to a brand, it is especially important in leading to sales and market share in product categories that are expensive, purchased or consumed in socially conspicuous situations, and help a consumer calibrate product quality in otherwise "ambiguous" situations.

Certain people, called high self-monitors, are especially swayed by a brand's personality.

Implementing a brand personality situation first calls for defining the target consumer segment and understanding what kind of brand personality to which they are most likely to be responsive, and how they currently rate different brands on different personality characteristics. A variety of quantitative and qualitative techniques can be used at this stage. Once a target personality has been defined for the brand, the appropriate personality can be created through the choice of an endorser or spokes character, portrayal of matching user life-styles and imagery, the use of appropriate executional elements and actors, and so on. It is important that the personality sought be maintained both over time and over different elements of the communication and marketing mix.

Persuasion - Writing in style

These are the five elements of style in writing and speaking that were identified by the early Greeks as essential methods of creating effective rhetoric. By examining each one, both the true virtues can be identified and also the vices of style, which are effectively their opposites.

Correctness. Following the rules of language.

- Acquire a good vocabulary by reading widely, listening to good speakers and individual study. Know both the meaning of words and also how to pronounce them.
- Know the parts of speech and understand the rules of syntax whereby these parts are combined together. Know how to punctuate.
- Know the correct usage of the language, where words may be used and where their meaning is unclear.
-

Above all, **be curious**. Keep on wondering about the subtler points of language and maintain it within your field of interest.

Writing correctly shows that you understand the language and that you can say what you mean. The correct use of language is also a subtle signal that 'I am educated'.

Vices of correctness are very commonplace, including using apostrophe's in plurals (like this), mispronunciation, poor syntax and so on. The very complexity of the rules of language makes error not only commonplace but often unrealised. These sentences, no doubt, contain many such errors.

A time when it is useful to use incorrect language is when you are seeking to create harmony with the other person by echoing their modes of speech. Some people ('chameleons') do this naturally. As long as it is not seen as parody, this can be an effective way of bonding with others.

Clarity- Writing to be understood.

Write with a constant focus on helping the other person understand what you are trying to convey. Make it easy for them to understand.

Use simple forms of the language, simple sentences and so on.

- Eschew obfuscation. (not clear)
- Avoid making things unclear. (clearer)
- Be clear. (even clearer)

Clarity is similar to Correctness in that it does seek to follow the rules of language, yet you can be correct and very obscure. Obscurity occurs when you are using uncommon words and archaic forms of the language that, although correct, are difficult to understand.

'Plain English' is a movement that seeks to spread clarity in speech and, particularly, writing.

Vices of clarity include using complex sentences and uncommon words in a deliberate attempt to assert authority by causing confusion. A common form of losing clarity is where there is ambiguity, such that multiple meanings may be given (again, this can be a deliberate device).

Evidence - Creating internal evocative experiences.

To convince people, you should not only seek to make them understand. For real conviction, you should reach to their emotions by vivid description.

Use sensory language that evokes internal sensory experiences. Thus use 'looks like' to trigger visual senses, 'sounds like' to trigger auditory senses, etc.

Amplify what you say, exaggerating emotional topics. Enhance with adjectives, also with adverbs and other parts of speech. Use power words to trigger emotion.

'Evidence', as described in this classical usage, means evocation of emotion through descriptions so vivid that they can 'see' and 'experience' the evidence and hence experience the emotions associated with this.

Decisions always have an emotional content, particularly at the point of emotion. Thus paying attention to emotions is an important part of changing minds. Evoking emotions also decreases rationality in the decision process. Whereas for clarity you will use the logic of Logos, for the emotional target of evidence you will work with Pathos.

Vices of evidence include uncontrolled internal experiences that lead people away from your intended purpose. You can also cause such mixtures of internal experience that the only result is confusion.

Propriety - Using language apt for the situation.

Be careful in your words that they are apt and fit well with one another and with the situation to create a decent sense of decorum.

Be moderate in what you say. Neither exaggerate beyond reason nor hide your light under a bushel.

Be considerate of other people and their sensitivities to particular forms of language.

Propriety is generally context-sensitive, and what is apt in one situation will lack propriety in another.

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