


Marketing News

 The Chartered
Institute of Marketing

Royal Counties Branch



www.royal-counties-cim.org

The bi-monthly marketing magazine for the Thames Valley. May/June 1999

CARGO CULT MARKETING

DON'T CONFUSE MOTION WITH PROGRESS OR ACTIVITY WITH RESULTS

DEADLY SINS IN YOUTH MARKETING

YOUTH MARKETING CAN BE HUGEY PROFITABLE

DESIGNED FOR A REASON

IS DESIGN AN ESSENTIAL TOOL TO FURTHER CORPORATE STRATEGY?

CONTENTS MAY/JUNE '99

Editor

Charlie Farrow

Production Editor

Mark Smith

Designed by

Mark Smith / Andrew D. Pye

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The Chartered
Institute of Marketing

Royal Counties

www.royal-counties-cim.org

The Chartered Institute of Marketing
Moor Hall, Cookham
Maidenhead
Berkshire SL6 9QH
Tel: +44 (0) 1628 427500
Fax: +44 (0) 1628 427499
www.cim.co.uk

CIM Royal Counties Branch Chairman

Paul Gostick

Tel: 01276 416461

Email: paul.gostick@uk.cim.com

Branch Committee contact details are published on page 32. Meeting enquiries and booking should be directed to the relevant organiser.

Editorial, advertising, sponsorship and subscription enquiries:

Marketing News
c/o CFA Marketing & Communications
59 Berkeley Road
Newbury
Berkshire RG14 3JG
Tel: 01635 551754
Fax: 01635 551736
Email: cfa@newbury.net

Production enquiries:

Marketing News
c/o HBS Design Associates
Suite 1, Phoenix Brewery
Bartholomew Street
Newbury
Berkshire RG14 5QA
Tel: 01635 33301/526145
Fax: 01635 31476
ISON: 01635 500526

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a view from the chair...

"The magazine has been developed by marketers for marketers and its primary purpose is to improve communications...and keep abreast of current news and thinking in the industry"

Welcome to the May edition of the Royal Counties Branch magazine - Marketing News.

Following the launch of your new magazine in March we have had some very positive feedback. The magazine is published by marketers for marketers and its primary purpose is to improve Branch communications with members, keeping you abreast of current news and thinking in the industry and at The Chartered Institute of Marketing. Hopefully, you will see this as real added value to your membership of the Institute, at a local level. However, it is your views that count so if you have any suggestions for improvement please contact me directly on my usual number - 01276 416461, or by email at paul.gostick@uk.sun.com

We also aim to expand the membership. Many of you work with marketing colleagues who are not yet members of the CIM. Please bring them along to the business meetings and encourage them to join us and find out how the CIM can benefit their professional lives. The Branch magazine is very much a part of the business programme and a key vehicle in our drive to extend the value of CIM membership to all marketers in the Thames Valley.

Branch Programme

Our Branch year ends in July with two excellent meetings. On 20 May at Madejski Stadium, we are fortunate to have Ross Beadle, Marketing Director, The Internet Bookshop and Pauline Bickerton, Chairman, MarketingNet who will be exploring 'Marketing on the Internet'. On 23 June Dr Robert Shaw, Managing Director, Shaw Consulting will examine a particularly pertinent issue - Marketing Accountability. Dr Shaw is recognised as one of Europe's leading experts on marketing and IT. Before forming his own consultancy, he established and ran the

UK Marketing practice of Andersen Consulting. He is a visiting Professor of Marketing at Cranfield Business School.

These will be very popular meetings. So you should book early to avoid disappointment. Full details of the meetings can be found in the pull-out Branch Programme Supplement in this issue. Don't forget you can register for business meetings using the booking form in the magazine or on the Branch website - <http://www.royal-counties-cim.org>

We are currently putting the 1999/00 business programme together. Over the years, Royal Counties has brought you the business programme at no charge but the underlying cost of doing this is not insignificant. If your organisation would like to discuss sponsorship of some aspect of the Branch activities please contact Paul Gostick on 01276 416461.

Marketing Awards Update

At the beginning of the year I announced the Awards for Marketing Excellence programme and promised to give you all an update later. I am pleased to say that although we had planned to run the event for the third year the Institute will be taking the programme National in association with Marketing Week. Full details will be available from May. The awards ceremony will be held on 19 October 1999. This is a great accolade for Royal Counties who have pioneered the Awards programme over the last two years. For more information please contact the membership department at Moor Hall on 01628 427310.

AGM advanced notification

We are now entering the final stage of the Branch's year. The AGM takes place on 2 July at The Chartered Institute of Marketing, Moor Hall, Cookham. I will be standing down as your Chairman after 2 year's in office. The AGM will be combined with a party (BBQ and live

band) and this will give you all a great opportunity to come along and meet the committee and other members of the Branch in an informal atmosphere. We've gone for a Friday night so you can let your hair down without having to worry about work the next day! Rooms will be available at Moor Hall, for a modest charge, if required.

Join the committee...

Marketing is one of today's most competitive professions. As a member of the CIM you have a unique opportunity to give your career that little bit extra by putting your skills into practice. How? By joining your Branch committee. Whether you see yourself as someone who is interested in helping out from time to time or as a future Branch Chairman, your assistance will be welcomed. How do you get involved? Simply contact me, Paul Gostick on 01276 416461 or email paul.gostick@uk.sun.com. There are no tests or qualifications required, just a desire to demonstrate your enthusiasm to market the world's largest marketing organisation. As a committee member, the time you invest counts towards your CPD.

Finally, I would like to thank everyone who has contributed to the magazine and made it such a success. It is published bi-monthly, but don't forget to visit our Website for all the latest information on Branch activities.

I look forward to meeting you at a future Branch event.

Yours

Paul Gostick DipM, MCIM,
Chartered Marketer, Chairman,
Royal Counties Branch

Which town hosts a company among the country's top 10 tax payers?

vodafone

PLANNING TO **'STAY'**

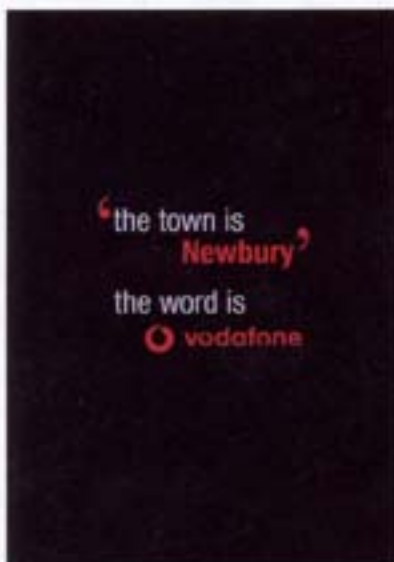
In exploiting the political dimension to the planning process, Vodafone used some highly unusual tactics.

You wouldn't normally expect to read about planning permission in a marketing publication. Local government politics seems a long way from marketing issues. However, Vodafone has demonstrated the power of marketing in a highly politicised local development context. As a local authority planner, it has always puzzled me why developers and applicants for planning permission don't embrace the need to influence the key decision makers by using marketing strategies. The professionalism and impact of Vodafone's approach stands out in the absence of anything similar being done, to my knowledge, anywhere else.

Planning permission and local government generally don't have a glamorous image but the financial impact of successful decisions can be enormous. If you have been lucky enough to avoid getting involved in the planning process, I will very briefly explain the mechanisms.

A planning application along with supporting information is submitted to the local Council. The planning department carries out consultations with highways engineers, local parish and town councils, any relevant Government organisations and local people. All this is done very publicly and responses are available as public information. Planning Officers then assess the scheme in the light of the comments based on planning policies contained in the Local Plan for the area.

The development should normally be allowed if it is in accordance with the Local Plan unless 'material considerations' dictate otherwise. Material considerations are complex but basically they refer to other relevant issues. Once Planning Officers come to a view they present the application to a Planning Committee of locally elected Councillors. The Councillors make the decision. They are free to disagree with the Planning Officer's recommendation and either refuse or allow a



scheme providing it can be justified on planning grounds. Such grounds can include traffic impact, the importance of landscape features and the appearance of buildings, as well as importance to the local economy. If the Committee wishes to approve a major scheme it is likely to involve all sorts of financial requirements for new roads or subsidised facilities. This planning gain is usually incorporated in a '106 Agreement'.

continued ▶

The Campaign for Newbury

Client: Vodafone

Team: In-house Corporate Affairs team, Barrett Howe

Campaign: Corporate HQ Relocation - The Town is Newbury

Timescale: December 97 - April 99

Budget: £100,000

Vodafone is a phenomenal British success story. When the latest acquisition is complete later this year, Vodafone will be the 25th largest company in the world. It is also a highly local success. From humble beginnings in a single office with less than 50 staff in 1982, the company has colonised much of Newbury. With a local workforce in excess 3000, it currently occupies 56 separate buildings in the town. A single campus site for the global HQ is patently long overdue.

A location in the Newbury area was sought, that could accommodate the bulk of operations in some 500,000 sq ft of space. Having ruled out several alternatives and spent £1 million in consultation fees, the perfect site was identified, the Old Show Ground at Shaw. Controversially, it was a greenfield site just outside the planned local development area. It would therefore be refused planning permission. Believing there was considerable public affection for the local company, and aware of its enormous (£100 million) significance to the local economy, Vodafone embarked on an unprecedented campaign to win the hearts and minds of Newbury.

Objective: To convince elected Council Members to grant planning permission.

Tactics: In the wake of the anti-by pass activity, Newbury's green lobby is active and well organised so when Vodafone went public with the plan in December 1997, there were objections as anticipated.

In June 1998, an aerial photo of the proposed development was created to allay public fears as to the environmental impact. Glossy brochures delivered to 30,000 households, directly stated the Vodafone point of view and incorporated a poll card to assess public opinion. A 6 week ad campaign was to leave the public in no doubt as to the size and importance of Vodafone. This led up to a major open door event at the Newbury Show attended by some 6,000 people. A model of the site was displayed, a video shown and all questions answered by a team of experts. The video featuring the opinions of prominent local people was mailed to all members of the council. Throughout, Vodafone consulted widely with local organisations and held public meetings, lobbying at both local and national level. The database of poll respondents was mailed and urged to write confirming their support to councillors. A second video went to Councillors as well as staff who marched through the town in support of the company. In the course of the 18 month campaign, not a single media interview was refused and all letters were personally answered.

Results: The campaign generated huge public debate and media coverage. The 7,000 poll cards returned, showed a 9 to 1 bias in favour. A Local Authority poll showed support increasing to 17 to 1 in favour. The success of the campaign drew some corporate bullying accusations, but the public was overwhelmingly in favour. In the process the profiles of both Vodafone and Newbury as a centre of commerce were raised.

Verdict: An unprecedented campaign requiring nerves of steel to carry off successfully. The decision went right up to the wire. The motion to grant planning permission was carried - by a single vote.

Charlie Farrow

▶ from page 3

Most applicants spend time and effort talking to the Planning Officers. They try to overcome policy issues and concerns and may spend large amounts of money in negotiating an appropriate 106 Agreement incorporating a planning gain. But very few applicants ever actually talk to the real decision makers - the politicians on the Planning Committee.

Propose anything, and someone will object. Planning is a game of winners and losers. Somebody has to lose. Even if it is only a changed view from their window. People on the other side of town from a development may not know it, but they could well be winners because it isn't happening near them. Such people never write in and the politicians remain blissfully unaware of the weight of unspoken, unarticulated, passive support from which a development could well benefit. Instead the green lobby, local objectors and the 'not in my back yard' brigade almost universally hog the limelight.

The brilliance of Vodafone's campaign was to seek to mobilise the hidden support for their application and give a voice to supporters and demonstrate the true nature of public opinion. Local politicians cannot just grant planning permissions because they are popular, but as politicians will do all they can to satisfy voter demands.

The act of mobilising opinion in favour of a scheme also represents an opportunity to influence opinion and to sell the scheme to the floating voter. Vodafone's use of a database created through the return of the poll card attached to their glossy leaflet, enabled an entire group of voters to be personally contacted and used to support the scheme on several occasions.

The strategy adopted by Vodafone hinged on an understanding of local perceptions of the company's economic importance to Newbury where in employment and social terms, Vodafone occupies a unique position. This understanding, coupled with a genuine desire to stay in Newbury, has appealed to the emotional and economic sensitivities of the public and elected Councillors. What politician wants to be known as one responsible for turning away a major local employer?

In exploiting this political dimension to the planning process, (and I can't over emphasise how rarely this is done), the company used some highly unusual tactics.

To continue my short lesson on planning, if you ever receive a refusal of planning permission or the local authority doesn't make a decision within eight weeks of the submission of your application, it is possible to appeal. The appeal is ultimately decided by

central Government. So local politicians have a handy get-out clause enabling them to refuse an application, only for it then to be allowed by central Government. They can pass the buck and avoid taking responsibility at local level.

Vodafone submitted two applications for the same development giving them the potential to appeal one of them (on the basis of it not being determined within the eight weeks) whilst negotiating and promoting the second application. But their approach was not to appeal at all. The trump card. They have clearly stated they have no intention of appealing. So the local politicians are effectively robbed of the opportunity to duck responsibility - their bluff has been called. The Government does have reserve powers to issue a directive to take the decision away from local level on schemes of national importance. In this case the Government has made no such intervention and responsibility remains firmly at local level.

At the time of writing the decision on the planning application has yet to be made, but if I dare make a prediction, in my opinion, it will be granted. I believe the decision will have been significantly influenced by the marketing campaign, the open acknowledgement of the political dimension and the complete understanding of the power of public opinion.

By Ken Dijkman

MEDIA FOCUS

A new local licence for Newbury Radio is shortly to be awarded by The Radio Authority. There are three local consortia currently bidding for the licence:

KVFM (Kennet Valley Radio) fronted by veteran broadcaster David Hamilton and backed by radio group GWR.

KICK FM led by former 210FM boss, Tony Grundy, is backed by the Newbury Weekly News, Newbury Building Society and Milestone Pictures.

NBC (Newbury Broadcasting Company) headed by former Radio One DJ, Bruno Brookes, is backed by the Trinity Southern Newspaper Group.

The success of Independent Local Radio in the UK is one of the media phenomena of the nineties.

In some ways commercial radio had a stuttering start in this country and has taken time to come of age. This was partly due to the need to switch listening habits from the familiar diet of national stations. An early success, Radio Clyde in Scotland, was able to connect with the local community. Their listeners gave the most obvious clue to the potential for ILR. It was their radio, not sassenach radio, a local medium as part of a national network.

Capital Radio initially struggled to win audience and advertising revenue. Why? Because neither they nor the listeners quite knew whether they were local, regional or national.

Commercial radio now has an important place in the media mix, for both listener and professional communicator. ILR revenue in the last five years has nearly tripled to £390m. But it wasn't easy. National advertisers used to using television were slow to start using radio. Many advertising agencies found the medium difficult creatively, as well as hard and time consuming to buy. So they didn't.

Latterly, the formation of central sales houses and the Radio Advertising Bureau has made it easier for national advertisers to access the medium resulting in more creative radio advertising from both national and local advertisers. Understanding radio's "connectivity" with the listener has fuelled the growth of radio advertising which is, after all, the life blood of commercial radio.

The future for the medium looks bright. Television audiences are fragmenting through more channels with smaller audiences, but without the benefit of local involvement. Radio looks likely to take an increasing share of the advertising cake and an increasing share of our hearts and minds.

Success is however not automatic. It needs the simplest of formulae applied - the best of national standards, delivered with a local voice - which is easier to define than to deliver. But if this can be done well in Newbury, it should be an extremely valuable licence.

It is an affluent area with a high percentage of professionals, who are valuable both as consumers and as business audiences, who will respond to a high quality mainstream offering with a strong local bias.

We can only hope that the Authorities award the licence on the basis of what makes the most sense to the most people in terms of good radio and not on the basis of an unseen political agenda. We need to remember that this is Independent Commercial Radio and that local BBC stations continue to exist to create a balance in broadcasting with public sector remit. Commercial radio should be allowed to be just that.

Roy Warman

"Radio looks likely to take an increasing share of the advertising cake and an increasing share of our hearts and minds."



News

Chartered Marketers available for charter

An unofficial new web site has appeared providing an on-line register of Chartered Marketers <http://www.charteredmarketer.com> Registration by branch is free and for a small fee a profile can be included.

New Greenham Park - Open for Business

The £2.5m Enterprise Centre at Greenham Common has opened with starter offices and light industrial space for small and developing businesses. The project is a Greenham Common Trust, West Berks Council and Thames Valley Enterprise initiative. For further details contact Stuart Tagg on 01635 817444.

Missing Link in Supply Chain?

Initial research into Residual Product Management for Eightacre plc has revealed a hidden £450m UK market. While management practices such as Efficient Consumer Response (ECR) seek to eliminate excess inventory, there is a curious lack of published data addressing the best way to deal with residual product and the impact of its disposal on brand values. Research is being conducted by CFA. For further details or to contribute to the body of data, contact Charlie Farrow at CFA on 01635 551754.

Promotions at MAXX Design

The Newbury based Design consultancy has promoted Katrina Ray to MD. Existing MD, Dermot Robinson is to take on the role of Chairman. 'Our business has grown significantly during the last 12 months', commented Robinson, 'Kate's appointment will enable her to take an ever greater role in shaping the future of our company.' Along with becoming an Investor in People, the company is soon to achieve ISO9000 accreditation, making them one of the first design consultancies to carry the BSI award.

ALLMOUTH BUT WHAT ABOUT the trousers



Here at Marketing News, we like to think we have a finger on the pulse of the Nation's Youth. From where I'm sitting, the Nation's Youth starts with adolescent but not quite teen, Number One Son, whose finger is so firmly on the pulse, it fair throbs!



Along with the majority of his peers, Number One Son is rather keen on Flat Eric (the Little Yellow Dude) and his brand of techno-thump music.



A recent study by Mercia Gray specifically asked consumers about the the latest Levi's commercial (featuring the Little Yellow Dude) by Bartle Bogle Hegarty. Only 4% of respondents said that the ad campaign would persuade them to buy a pair of jeans. So the comment, 'I like this commercial', from Number One Son, drew the inevitable riposte, 'OK then smarty, what's the brand?'



'Levi's Sta-Prest', says Number One Son, firmly overriding the Best Sherman opinion of Pater Familias. (As a family, we play 'The Advert Game'. First one to spot the brand on each commercial in the break scores.)



Levi's has a long running and highly successful communications strategy. Pick a track, turn it into a number one hit and generate a cult following of consumers in the process. When Nick Kamen stripped off his 501's in the Laundrette, we all bought the product, didn't we? So what of the new campaign and the Sta-Prest line?



We rang BBH for an evaluation from the horse's mouth, 'Brand awareness is huge, so surely, the campaign must be shifting product? Tell us about the strategy.' The Account Team were unavailable for comment, the Press Office kindly directed us to the PR Consultancy, who decided to refer it to the Client. Time passed.



So we consulted our post-production cronies, who knew all about Quentin Dupieux, creator of 'Stephan' the original character, Laurent Garner the French DJ who made the original promo video, and Jim Henson's Creature Shop who refined the puppet. They knew too of an unbranded teaser email campaign prior to the mainstream ad campaign. But as to trousers? They knew nothing.



The eventual written response from Kenny Wilson, Marketing Director, Levi Strauss Northern European Region was, 'Advertising is only one part of an integrated marketing campaign for our brand. Our findings show that our ads, particularly the current campaign for Levi's Sta-Prest clothing capture young people's imagination'. No argument there. But does it sell trousers? He continues, 'This is demonstrated by an increase in sales while the campaigns are on air - an increase of 33% (sic) during the last campaign'



The mute Little Yellow Dude speaks to the Youth of the Nation. But can he sell trousers? You tell me.



Charlie Farrow



The jaded advertising agencies of Madison Avenue stumbled across the Beat Generation in the 60s and invented youth marketing. They recognised that 'counterculture' might be a lucrative consumer group, to be addressed differently from their parents.

Since the days of Bill Bernbach's reinvention of the Pepsi brand and creation of the VW Beetle cult, youth marketing has become big business. From banks to automobiles, there's barely a company that hasn't tried to capture this group; an agency that hasn't put together a pitch; a research company that hasn't devised some ingenious segmentation; or a medium that hasn't toyed with 'rejuvenation'.

Most of them have failed.

This market is sexy, but attempts to court it may be met with rejection. We thought we'd done everything right - sponsored the hippest bands, aired our commercials on MTV, run promotions in *The Face* - yet sales remain static.

deadly sins in youth marketing

by Sanjay Nazareli

Here are four biggies:

Sin 1 "The Emperor's New Clothes".

The sin is to believe in eloquent, arcane jargon from self-styled youth marketing gurus including some fantastic and persuasive language - 'Generations X, Y, and Z', 'The Alphabet Generation', 'Adulthood', 'Tweens'. The terminology assumes that youth is not constant, changing by the minute - only the hippest agencies can possibly understand today's trends.

We are being blinded by science.

Young people are biologically, hormonally much the same as they have always been. Reach puberty. Start to menstruate or voice deepens. Get acne. Reject parental values. Lose virginity. Form tribes. Become adult.

One of the first secrets in successful youth marketing is that youth is not a secret. If we can understand how our brands fit into the process of youth, rather than falling prey to ephemeral jargon, we can avoid the first deadly sin.

'Youth' accounts for around 20% of the population. Pocket money has outstripped inflation by over 30% for the last five years. Most of the world's big brands are 'youth brands', aimed at the still impressionable, looking to secure lifelong loyalty. So, why does 'youth' buy the soundtrack to my commercial rather than my product?

So, we scurry back to the safety of audiences who don't change the colour of their hair every week or pierce another part of their anatomy. The constancy of Andrex puppies and Oxo families is welcome after the vagaries of music festivals and snowboarding.

But youth marketing can work and youth brands can clearly be profitable. This large group has the economic power to consume branded products. Consumption among the young extends beyond Nike trainers, Diesel jeans and other inherently 'trendy' products. Young people open bank accounts, buy train tickets and read newspapers. In short, if we get it right, youth marketing can be hugely profitable. So, we must avoid the deadly sins:

Sin 2 "Grecian 2000".

The sin is believing that the No. 1 single in our commercial or pop star's endorsement will make financial services young and groovy and sell more accounts to 18 year olds. A number of banks have explored this route and failed.

First, financial services are not cool. Relevant, important, meaningful and desirable, maybe, but a Switch card cannot become cool simply by using a piece of pop music. Second, young people are not tortured style victims refusing to buy a product without celebrity endorsement. They are discerning consumers looking at the reality of a product offering. Third, and most importantly, what does a chart single (or, indeed, music festival) have to do with a bank account? Unless there is an explicit and meaningful link between the two, we run the risk of being parasites of youth culture.

If our offering meets the needs of young people, we can talk to them with integrity and honesty, and avoid the blatant lie that we are young ourselves.

continued ▶

Sin 3 "Storm in a Teacup"

We use remarkable advertising agencies, with clever account planners and Nike-wearing creative teams. They craft the right proposition, develop powerful creative, and our message is confined to a single page in *The Face* or a 30" spot on MTV, lost in the environment. Traditional media usage may be why youth brands fail to communicate. A logo on a pop poster or a branded compilation CD are not necessarily the answer.

The answer is to rethink media altogether. We should not assume that a standard media plan, peppered with a little sponsorship and guerrilla marketing, is a useful metaphor for a young person's life. We should look at that life, understand where our brand is most meaningful and talk to the audience at that point. Although it was not specifically aimed at the young, Nicotinnell's stickering campaign, under 'No Smoking' signs at tube stations, is an example of media rethinking. An imperative if we want to talk effectively to young audiences.

Sin 4 "Disco Daddy"

Some of us will remember our parents' attempts to understand our culture when we were young. Their interpretations of our taste and style were, at the very least, embarrassing. A number of art directors and producers fall prey to this sin. They assume that they are making commercials for the youth market, but attract vast numbers of consumers with a Peter Pan Complex - 30 somethings, desperately needing to remain young. When American Express launched Blue, its target audience was 25-35, yet the average age of cardholder is 37. Is Amex Blue an answer for mid-life crisis?

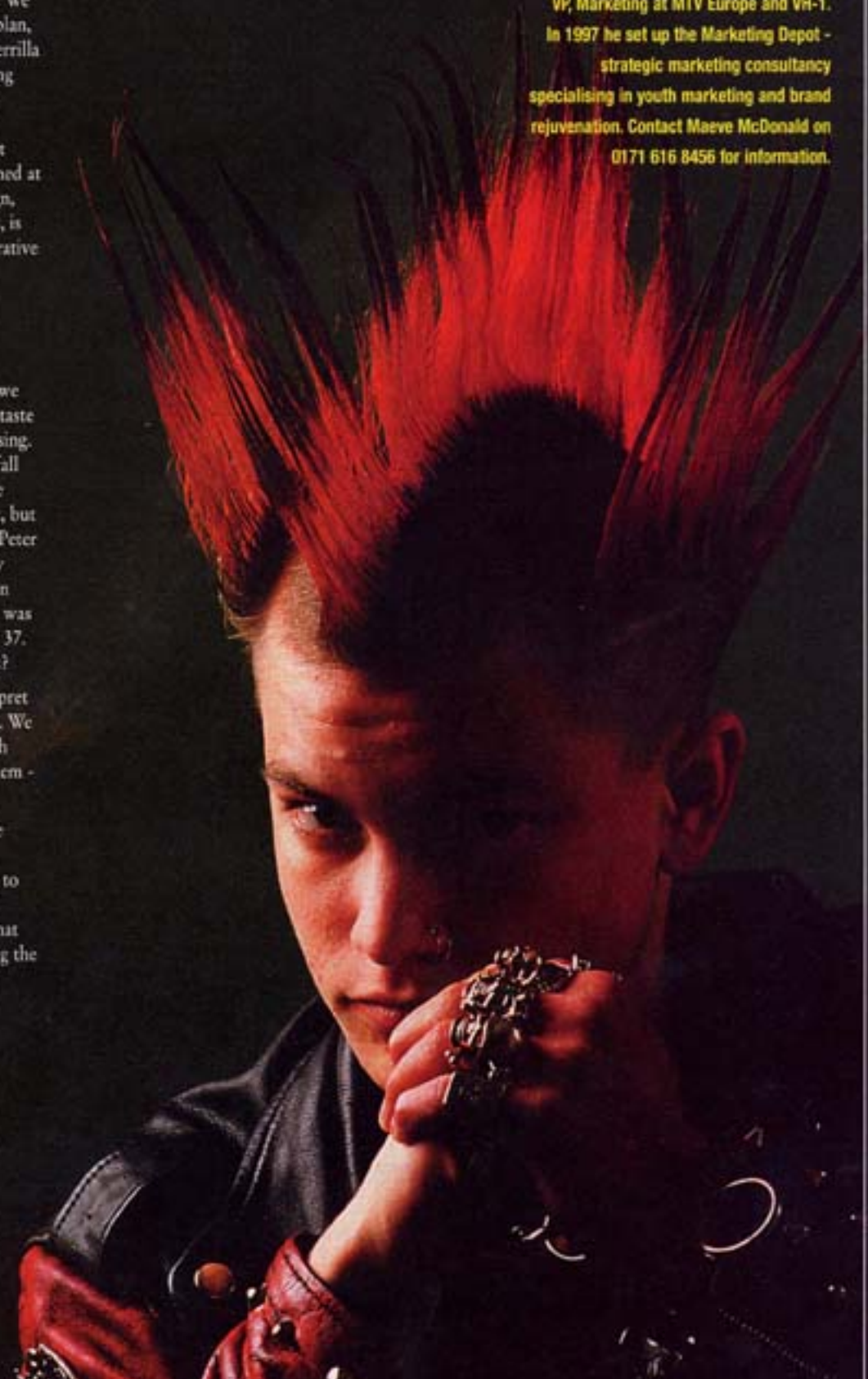
It is wrong to try to second guess or interpret the icons of youth culture from a distance. We should ask young people themselves which elements work, and how we should use them - in the right contexts.

Youth marketing is not a difficult, obscure discipline only effected by Diesel-clad creatives. It is, in fact, pretty simple. Talk to the audience with relevance, meaning and credibility. Be honest and never assume that pretending to be young or second-guessing the audience's taste will somehow lead to marketing victory. And, ditch the jargon.



Sanjay Nazerali was for many years Senior VP, Marketing at MTV Europe and VH-1.

In 1997 he set up the Marketing Depot - strategic marketing consultancy specialising in youth marketing and brand rejuvenation. Contact Maeve McDonald on 0171 616 8456 for information.



Cool Britannia? Making Services Marketing Work



Over half of UK businesses believe a 'corporate style' brand is needed for Britain to gain the recognition it deserves for innovation and to increase its competitive edge, according to a CIM survey produced in association with Marketing magazine. 45% believe that it is the British identity that helps position British businesses as competitive and strong.

However, 44% of those who do think that a corporate brand would benefit Britain are unwilling to pay a business levy to promote the UK as a business location. 72% are not willing to pay more than £500.

Although the survey results pointed to the need for a corporate brand, the branding of 'Cool Britannia' was judged not to have gone far enough. 76% believed that 'Cool Britannia' either made no difference to British industry, had a negative effect, or couldn't judge the effect that it had. Only 24% argued that the 'cool' branding had a positive result.

"As far as branding Britain goes, 'Cool Britannia' has been effective for areas within certain industries," says Ray Perry, CIM Director of Marketing. "We now need to evolve the British brand to benefit British industry across different sectors. It is questionable whether a 'cool' Britain can ever be a successful positioning outside creative industries like music, the arts and fashion."

He adds, "The business to business markets are much less influenced by fashion 'cool' is not an image that encourages foreign investors. Instead we need to convey a more effective brand image with a hard commercial edge, designed to support industries like e-commerce and manufacturing. Then we can start to gain the recognition that Britain deserves for innovation."

The survey also revealed that 63% of UK businesses believe that Britain 'deserves more recognition' for innovation, and that ideas which began in the UK were often developed and exploited elsewhere. Only 1% of the respondents felt that Britain received more than enough recognition for innovation.

"We now need to evolve the British brand to benefit British Industry across different sectors. It is questionable whether a 'cool' Britain can ever be a successful positioning outside creative industries like music, the arts and fashion."

Business Meeting 23 March at Madejski Stadium, an exceptional presentation, from Laurie Young of Blakes Marketing Practice.

Laurie examined whether services marketing really is different from product marketing. Product marketing tends to focus on specific product benefits, whereas services marketing is the outcome of a process with no 'product' per se. Today, with few exceptions, there is a lack of creativity in services marketing. This has resulted in a lack of differentiation and commoditised services. In such situations civility is confused with competitive service. There is also an over reliance on industry research reports. Ask existing customers what they want and they'll say "more of the same, please, cheaper, faster". It is far more important to interpret their needs and develop a specific service proposition.

Intangibility is often cited as one of the key differences. A critical success factor is making the intangible, tangible from the customer's perspective. Customers don't buy branded services, they buy the company providing it. A brand strategy is key to achieving this as it creates reassurance. Services should be created out of the Corporate brand. The big brands in service are Corporate brands - BA, McDonalds, or IBM.

When a customer buys a product he/she is in control. Services take control from the customer as they become involved in a process, particularly the supplier's process. Loss of control makes new customers feel vulnerable - and experienced customers want to regain control. For new customers the focus is on Corporate brand (security), people and process. For experienced customers it is important to streamline the process, deploy technology and look at self-service options to provide good quality services at lower cost.

Key Differences between Marketing Services and Marketing Products

- The customer's need for control
- The importance of the service process
- The customer learns the supplier's process
- Intangibility of consumption
- Simultaneous consumption
- Stress makes quality issues more intense
- Emotional involvement
- The importance of the corporate brand
- Interdependency with customer care more intense
- Importance of people and their behaviour

Developed economies are becoming service oriented and in many industries service is becoming strategically important, particularly where price pressure on product (particularly technology industries) is squeezing margins. Today most customer propositions, fast food, airline travel, even babysitting, have a service content. Customers need service.

In the early days, product companies enjoyed high margins. But, as external pressures squeezed margins, product companies looked for ways of reducing cost by increasing production efficiency. Ultimately, no more cost can be taken out but the pressure continues. It is better to change to a service orientation and develop services to augment the core product, producing a broader, differentiated customer proposition, which in time will lead to improved margins.

The move to services orientation involves changing the proposition, the financial model, management practices, skills and reward systems, customer relationships, marketing and sales. It is a major cultural change. *Report by Paul Gostick*

ONE MORE TIME: Why is service **IMPORTANT** **TODAY?**

It seems that everybody in the world of business is talking about service. The discussion might be about servicing a major business account, general customer care or the sale of complicated added value services. Why is this?

1. Service increases profit

At the end of the day, the role of everyone in a commercial organisation is to increase profit and it has been shown by several highly publicised research reports that excellent service encourages customers to buy. The best of these is the "PIMS" programme. This is probably the world's only long running industrial experiment and was set up originally by Harvard University in the 1970s. For many years several hundred companies have entered the answers to penetrating questions into a database, in order to invest in the link between strategy and profit. One powerful finding was that the provision of excellent quality of service, in comparison to that of competitors, earns companies increased market share and profit. In some cases the quality of service is more important than product quality or price.

2. Change is dramatically affecting people in many industries

Some years ago many industries were very steady and predictable. Change did occur but it happened slowly enough for companies to anticipate it easily. Since then many have been privatised or opened up to new competition. These changes increased world competition and hastened the arrival of new competitors. All this has been complicated by the threat of convergence between industries (such as telecoms and computing) and the increasing speed of technological change.

But human beings dislike change. Change creates uncertainty, and in that uncertainty, the people inside companies look for guidance, reassurance and assistance. Therefore they require service in a new way. They look for trusted suppliers to help them chart a course through these uncertain waters. This can mean the steady supply of reliable equipment at a reasonable price, the provision of experience and advice, or simply the reassurance that comes from a world-wide perspective. By acting as a reliable, professional friend whilst customers have undergone dramatic change, many suppliers have found themselves rewarded with an excellent business relationship afterwards.

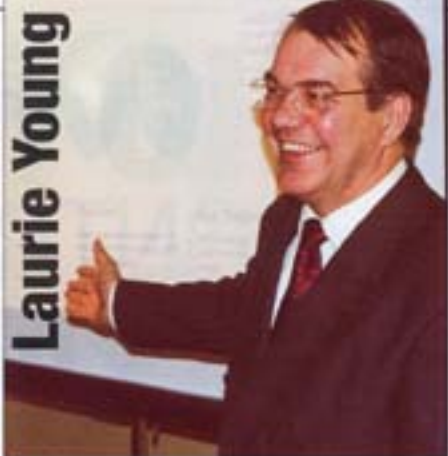
3. Service is a source of added value

One of the relentless trends in all technology-based industries is commoditisation. It seems that we continue to produce more and more technology for less and less cost. This means that companies find it increasingly difficult to make profit from products alone. In industries such as telecommunications or computing, where competition is forcing prices down, companies need to look for new sources of profit. Service is such a source. By applying human skill to technology, companies can earn extra profit from their customers.

4. Service retains customers

Many companies have sophisticated programmes and skilled people who exist to obtain new customers. Few have clear mechanisms to retain customers. And yet there is evidence that it is far more profitable to service an existing customer than to recruit a new one. Good service stops customers moving elsewhere.

In modern, competitive industry it is no longer enough to supply excellent products built to excellent technical standards. It is just as important to provide service which customers think meets their needs and is demonstrably better than competitors. If this is achieved, customers will stay with suppliers during uncertain times and profit will increase. It is important to treat services as seriously as products.



Laurie Young

Laurie Young is Managing Director of international service marketing specialists Blakes Marketing Practice. The Blakes team of professional marketers provide a unique service for blue chip companies world-wide, creating profit through the development of marketing concepts and their practical application to service industries.

In an increasingly competitive service-based economy, Blakes have significant experience in a variety of industries including telecommunications, IT, utilities, financial and professional services.

Tel: +44 (0) 181 446 4803 Email: laurie@blakesmarketing.com



WHO CONTROLS YOUR PUBLIC IMAGE?

you or the public?

The power of public relations is prodigious but little understood: here's some advice from a top expert.

Modern public relations - PR - began about a hundred years ago with the world's richest man, John D. Rockefeller. Rockefeller had a problem.

He had built up Standard Oil very ruthlessly, treating his workers appallingly - though probably no worse than most businessmen at the time. He was so hideously unpopular he could barely go outside without embarrassment. He asked a newsman called Ivy Lee for advice.

I do not know what Lee charged Mr. Rockefeller, but his solution brilliantly demonstrated how to create and manage news. He told Rockefeller to stop hiding away, go out regularly, and always carry a supply of 5 cent coins to give to small children.

Lee, no doubt, ensured these generous acts were reported. In no time the ogre Rockefeller was replaced in the public's mind by the kindly old fellow who loved children.

Was this clever idea an influence for good or bad? It has certainly been much copied. All politicians know it's a good idea to be photographed with babies, but among the century's leading experts have been Joseph Stalin, Adolph Hitler and Mao Tse Tung.

Advice from the top expert

When young, I worked in public relations for long enough to know I am no good at. However a friend, Quentin Bell, is one of Britain's leading PR men. He gave me a list of points for good PR. They are the basis of most of what follows. I hope you find it helpful.

The difference between advertising and public relations is that you pay for advertising space or time; in public relations you only pay for the advice you get. The media print or broadcast what they want about you.

Advertising was once called "the truth well told". The same applies to good PR. The trouble is, as we all know, the truth can be seen in many ways.

If your version of the truth prevails, it is a powerful ally; if not, it can be a disaster. Which it is depends on you.

Public relations are vital when there are problems. The launch of the Toyota Lexus in America was nearly a disaster, because thousands of the first cars delivered had faults. More recently the Mercedes A-Class was reported to be unreliable on sharp



corners. On another occasion a few years ago a madman poisoned some of the packs of the leading US analgesic, Tylenol.

All three firms acted promptly and managed the news. Toyota recalled every car they had sold and gave owners free replacements while the problem was fixed. Mercedes immediately installed in their A-Class the same braking system fitted in their most expensive cars and wrote to all existing and prospective buyers explaining the facts. Tylenol replaced every bottle of Tylenol in every store in America.

So none of these firms denied the problem: they admitted there was one and solved it. They told the truth. Moral: don't lie, don't hide. Act and be open.

Start by asking questions.

Good PR, then, starts with the truth. First, ask three questions. Who are we? Where are we? Where do we want to be or go? If you haven't asked them, you now know your first - maybe your most important - task.

You must know what you are - not what you hope you are. This calls for research, both inside and outside your organisation. Only then you can work to become what you want to be.

Unlike advertising, PR doesn't directly promote a product, service or brand. It deals with issues raised by, and surrounding them. They benefit indirectly.

PR is about "our way of doing things" - corporate culture. It takes your special (though not necessarily unique) attitudes and viewpoints and turns them to commercial advantage.

Internal PR comes before external PR. It conveys these messages so well that everyone you work with understands and eventually "owns" them. They become company ambassadors. You know you've succeeded when they talk of colleagues as "we" instead of "them".

Your message must embrace all those groups your success depends on. Not just your people, but suppliers and distributors, communities, investors, regulators, and the media.

One of my partners once told me the best advice his father ever gave him. It was, "If you're talking, you can't be listening. And if you're not listening, you can't be learning". PR only succeeds if it is a dialogue - not a one way "top down" monologue. Listening is vital if you wish to respond.

PR is not about slogans and slick phrases. It's about style *plus* substance: 90% is about improving the reality, only 10% about promoting it. Image and reality must match. You cannot pretend to be what you're not - for long.

Don't rely entirely on the PR agency or marketing department. Your message must course through the veins of the company - inspired by those at the top. Your top PR

person is the CEO - the public ambassador. PR should be an important part of his or her job.

Good PR is consistent and continual: inspiration, consistency and dogged determination differentiate the winners from the losers.

Top ten tips for dealing with the media

What if you have to face the media? It can be frightening unless you're prepared. Here is Quentin's advice.

Know your message:

Identify your three key points; stick to them; don't be afraid of repeating them; don't get side tracked.

Be the victor not the victim:

You know more about your subject than they do; an interview is an opportunity, not a threat; you can turn their negative into your positive, or at least paint a balanced picture; be businesslike - it's better to be respected than liked.

Prepare and rehearse:

Think of all likely difficult questions for a requested interview - and know your answers.

Send out all your bad news at once, not bit by bit:

Release it with bigger news of the day as a smokescreen. If it's good news, check the next day's media agenda for a slow news day.

Know the media you want:

Ask them for their angle - they'll willingly tell you; don't "answer" but "respond"; use the question as a chance to say what you want to say.

Admit your mistakes:

Others will forgive you. Don't cover up; but always "regret" rather than being "sorry" - that implies guilt. Never speak "off the record". Assume all you say will be broadcast or published.

Be humble:

Be confident but not arrogant; stay calm and "smile" (if only inwardly, because it shows on TV). Remember an aggressive interviewer gains you public sympathy; don't lie (you'll be found out and make matters worse). If you don't know the answer, say so.

Speak in headlines:

Talk about benefits, not features. Think in pictures, not words; keep it simple; listen to questions carefully; don't fill silences - it puts the onus upon the interviewer.

Don't refuse to take difficult phone calls.

But give yourself thinking time (I'll phone you back in ten minutes); never say "no comment" - it implies guilt; it provides a vacuum to allow the media to invent their own "truth".

Never pretend to be what you're not,

personally or corporately. If the public perception is false, make the truth clear, get the endorsement of your top PR person - the CEO.

Drayton Bird



In 1992 Drayton Bird founded the Drayton Bird Partnership who handle and advise many firms, including Mercedes Benz, The Bank of Scotland, the British Horse racing Board, Eastern Electricity and Gallaher Limited on direct marketing and other marketing matters.

Drayton has 39 years' experience as copywriter, client, creative director and latterly Vice Chairman and Creative Director of the world's largest direct marketing agency network, Ogilvy & Mather Direct.

He wrote Common sense Direct Marketing originally published in 1982 and now in its third edition. Published in 10 languages, it is widely recognised as the standard British work on the subject.



CARGO

CULT MARKETING

by Paul Field

"It all comes down to the Western manager's predisposition to confuse motion with progress, or activity with results."

On a recent business trip, I came across a reference to the cargo cult Indians of Papua New Guinea. Cargo-culters inhabit the upland areas of the country and have seen from their mountain strongholds the great silver aeroplanes landing on cleared strips of ground in the valleys, to disgorge great quantities of food and materials for the native people.

They have worked out what is going on and have cleared runways near their mountain homes ready to receive the lumbering aircraft they have seen below them.

Now they just wait.

continued ▶

Gifts from the sky

Elsewhere, on a Pacific island with a memory of Red Cross aid, the islanders dance in front of red-painted crosses and wait for food and other gifts to descend from the sky. On other islands natives worship at an office-like shack where holy men exchange pieces of paper just like bureaucrats. In Vanuatu the local cargo cult, which started in 1940, believes that a man will arrive to free them of missionaries and Europeans and bring them cargoes of refrigerators, canned food and cigarettes. In an effort to speed up his arrival, this cult even fielded candidates in a national election.

In every case the locals have a similar belief - just continue faithfully carrying out the rituals that they have witnessed and one day the materialist Gods will reward them and bestow upon them all the things that they need.

And how do we in the West see rituals like the cargo cult? Well, they are "nice and quaint aren't they?", "Picturesque", "Ought to make a good documentary". Whatever our words, we are secure in the knowledge that only the "backward" or "under-developed" parts of the world could possibly generate such behaviours. The cargo cult mentality could never happen in Europe, we're just too advanced for all that.

We may not dance in front of red painted crosses or build runways in the mountains, well not quite, but are we really acting differently to the cargo cult islanders of the Pacific? Are we acting differently or, yet again, have we taken the same human behaviour and are acting it out in ways that don't seem quite so silly to the Western eye?

Now, economic slowdowns may not be very pleasant times in which to try to scrape a living, but they do serve to uncover types of business behaviours that tend to be hidden during the good times. Talking to people in successful and less successful organisations over the past few years there has been a remarkable sense of increased activity everywhere.

Everyone you meet is working harder, longer and is under greater pressure than before. But still there is increased competition, falling demand, rising redundancies and firms going out of business daily. So what is happening to all this extra effort? Managers are certainly tired and personal lives and families are being sacrificed to the greater good of the company but still profitable sales are elusive. So what is going on?

What is happening is that we are all dancing in front of our own red-painted crosses because it's what we know how to do.

We have been trained to do it and we know that we do it very well indeed - never mind that it doesn't actually improve the business and produce badly needed revenue - when things get bad we'll all have to dance a little harder. That's what we're paid for isn't it? - well, no actually.

It all comes down to the Western manager's predisposition to confuse motion with progress, or activity with results. Managers are not paid just to be, nor are they paid to spend long, busy hours in the office. Since managers are paid out of revenues, they must in some way contribute to the creation of revenues (sales) just to cover their salary costs.

The panic and uncertainty generated by recent economic scares has forced many managers to think about how to keep their jobs, unfortunately they have not come up with the right answers. Let us look at some of the bigger red-painted crosses that have come in for serious adoration in the 'nineties.

Red-painted Cross No1 Costs

As soon as the business looks like turning down, get in the cost cutters! As long as we just cut the wastage without affecting the investment in the business that allows us to satisfy customer needs - then fine. Unfortunately, the cost cutting is normally given to the accountants who, being mostly



concerned with internal matters, approach this task in efficiency mode, reducing the problem to a simple accounting equation "big" = "cost" and the priority order of cutting is related to their own understanding of the issues. So systems costs continue but advertising stops now! The time and money spent on cost cutting exercises is vast and does nothing to stimulate revenue generation; often it just makes additional sales in the future even more difficult to achieve because the means of attracting and satisfying customers have been cut away. We have taken the easy option. We have danced round the cross - and been praised for it.

When cost cutting fails to produce better profits..... see cross No 7

Red-painted Cross No2 Systems Strategies

Systems are "a good thing", they make us more "efficient" because they can generate a "management information system" to tell us

how well we are doing. But they don't sell and, more often than not, they don't play a major part in satisfying customers' needs either. So why are we spending valuable time creating internal upheaval to "upgrade" or install a new system? Again, we know the painted cross and how to dance round it - it helps us take our minds off the difficult problems for which we have no answers "How do we better satisfy our customers' needs and so attract more business and make more profits?". Too many systems strategies still seem to be all about more paperwork, more forms to fill in (albeit electronic) and the creation of more powerful control systems on people. The 'nineties, we are told, are about "enabling" people and improving customer service. Although some organisations have moved the IT responsibility to line managers there are still far too many systems that force people into pre-determined moulds. Nevertheless the belief is, as soon as the new systems strategy is in place, miraculously, we will be awash with business again. So that's all right isn't it!

When we are not awash with business..... see cross No 7

Red-painted Cross No3 Databases

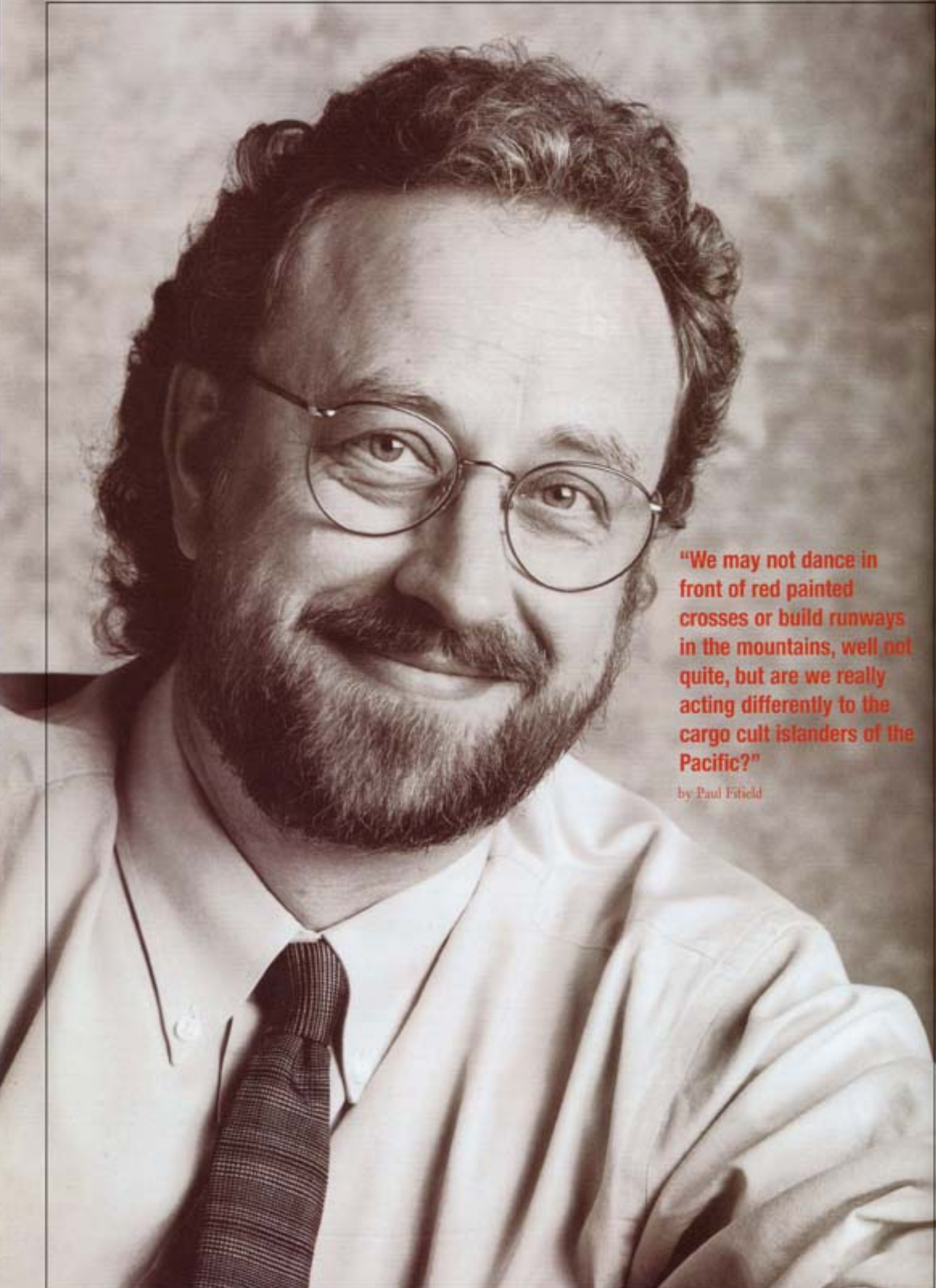
That great god of the 'eighties, The Database, comes in for a remarkable amount of veneration and sacrifice in most organisations. Some businesses have almost been taken over by The Database and the Data Warehouse and countless hordes of acolytes exist purely to satisfy its unquenchable thirst for more data. This red-painted cross has been growing at an unspeakable rate. But what is it all for? Ordering, sub-dividing and classifying data doesn't sell. Turning databases into control mechanisms doesn't sell either. If The Database doesn't, in some way, improve what you do outside the business (with the customer) it is a Pointless Activity. Spending all week hunched over the computer is not the same thing as meeting and talking to real, thinking, breathing customers who can tell you, face to face, why they bought what they bought and what they will want from you in the future. For those with no interpersonal skills it is of course preferable to spend time with a computer than a real person. Unfortunately, until the business depends on satisfying the needs of machines rather than human beings, the organisation is better off employing people who can do more than just spell "empathy".

When the Perfect Database fails to improve profits..... see cross No 7

Red-painted Cross No4 Capacity

This is an obsession that is with us even when there is no recession. How often have you seen the numbers oriented manager push for major investment in plant, production capacity or people based on meticulously researched and prepared financial forecasts (technically known as "a wing and a prayer"),

continued ▶



"We may not dance in front of red painted crosses or build runways in the mountains, well not quite, but are we really acting differently to the cargo cult islanders of the Pacific?"

by Paul Fitfield

and without any attempt to assess likely customer demand? When challenged, of course, he points to the budgeted returns and declares that "business is not for the faint hearted", that "one has to take risks to make a return", "when the going gets tough the tough get going" ... and so on, and so on..... This is all macho-management nonsense and was never relevant, even in the 'eighties. Just like the runway in the mountains, let's build the capacity and, as if by magic, the new business required to fill it will turn up just because the capacity has been created - neat!

Overcapacity is a disease that currently afflicts almost every sector, from car manufacture to financial services, and still they want to build more.

When the capacity turns out to be a cost not an investment.....see cross No 7

Red-painted Cross No5 Fad Surfing

And 'Management by Objectives' begat 'Management by Walking About' begat 'Strategic Business Units' begat 'Time Management' begat 'Customer Care' begat 'Globalisation' begat 'Excellence' begat 'Total Quality' begat 'BS5750' begat 'Re-engineering' begat 'BPR' - and each would solve all our ills. And of course they didn't. How can this have happened? It has happened, quite simply, because most fads concentrated on measuring the easy things like standards, controls and internal customers that can be classified, processed and boxed rather than difficult things like external customers who don't always know exactly what they want but do pay all our salaries. Today's fads include 'Loyalty', 'Data Warehouses', 'Relationship Marketing' and 'Micro-Marketing', only of course they are not fads, they are the real thing! This red-painted cross says that working hard to create change internally will, somehow, give the customer exactly what he wants - if only.

Ah yes but its not our fault it didn't happen.....see cross No 7

Red-painted Cross No6 Y2K

Too important to be a fad, Year 2000 activities are soaking up budgets all over the place. As Y2K hasn't happened yet, any word against the activity is, of course, heresy. But what is it really all about? Vast amounts of money being 'invested' in updating systems that were never meant to be running this long, expanded by managers keen to cut headcount regardless of long-term consequences. Just like BSE, nobody seems to be to blame. While the 'investment' goes on, other budgets are reduced and sacrificed to the Y2K altar. But what happens in 2000? What happens when we find that business has not ground to a halt and customers are still impatient to be served? What happens when we try to compete with businesses that have not cut every budget to meet Y2K needs and have continued to invest in marketing and their most important asset, their customers?

We can't say that Y2K is not important, the Californian earthquake showed what happens when a company loses all its data, but it is a wonderful excuse to do absolutely nothing about the world beyond the company walls

When this one, too, fails to deliver the business.....see cross No 7

Red-painted Cross No7 Blaming those who are doing the business

If we are giving prizes for longevity, this must be the oldest Red-painted Cross in the clearing. For thousands of years, managers (those who stay at home) have been successfully laying off the blame for non-performance on the poor grants who have to do the work. The much-maligned salesman or marketer whose job it is to try and implement the elegant but impractical plans worked out by people who have never seen, let alone spoken to, a customer. The biggest problem is that dancing in front of this particular cross, is not a 'neutral' activity, it can actually do harm. As the people in the business realise that, in spite of the elegant mission statements and quality promises, what really matters round here is not the customer but the internal System, they either: 1. Leave, or more likely, 2. Dump the customer, spend more time in the office and get down to some serious politicking. The fact that the customers are leaving gives them less of a System to manage doesn't seem to worry anybody - its probably the ideal opportunity for them to "review", "develop" and "enhance" the System into something even bigger and better.

THE MORAL

Like smoking, there is never a good time to give up dancing in front of the Red-painted Crosses. You have to believe it is better for you and that eventually you will be rewarded. Common sense alone says that it must be more profitable to concentrate on looking after the customer rather than the Internal System, because that is where the revenue comes from. Nevertheless, you can be sure that the way will be strewn with obstacles, you should bear in mind the following.

- Never forget the customer is the business
- Never let anyone else forget the customer is the business
- The business will survive by what it does outside, not inside the business
- The internal System can stop you succeeding, but cannot make you succeed
- If the old ideas didn't work, try something different
- Don't be infected by the panic of the non-visionaries
- Those that shout loudest typically know least
- Don't confuse motion with progress

BACK TO BASICS...

It's probably about time that we all looked again at how we approach business. To the innocent it must seem that we are unnecessarily complicating what is, after all, an extremely simple situation.

If you are to remain in business then you have to create and retain customers. You will do this by giving the customer what he or she wants, at a price that is both attractive to the customer and profitable to the organisation.

There really is nothing secret or complicated about the concept of basic marketing. It might not always be the most fashionable approach, nor always the most macho - but it is undeniably the most effective.

Allow yourself to be distracted by anything or anyone else and all you will have is lots of free time to spend dancing in front of Red-painted Crosses.

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For more information contact:

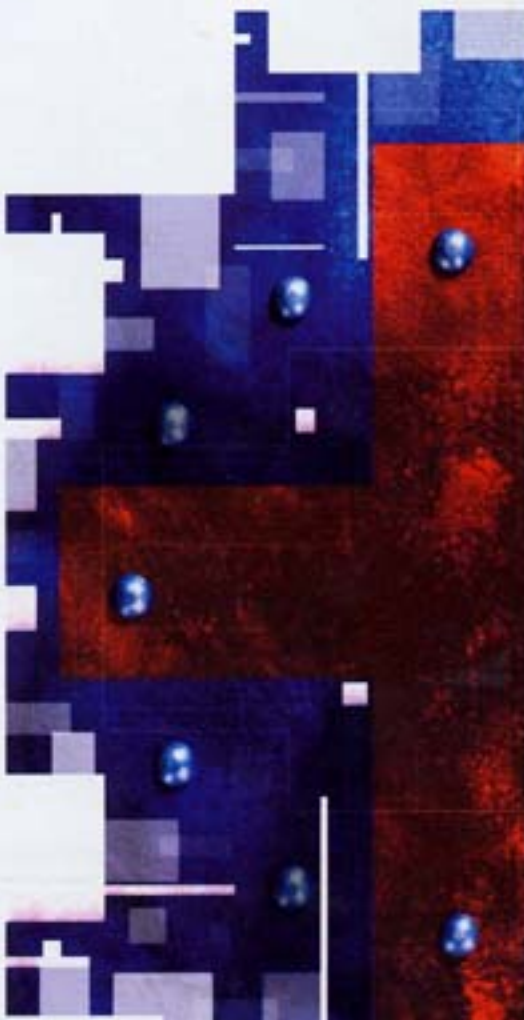
The Fifield Organisation Ltd
St Thomas House
St Thoams Street
Winchester SO23 9HE

Tel: 01962 877757

Fax: 01962 840030

Email: paulfifield@fifield.co.uk

The text of this and other viewpoints can be viewed on our website - www.fifield.co.uk



Designed FOR A Reason

By Charlie Farrow

"Innovation is crucial to commercial success and design can be one of the most effective ways of bringing strategically targeted innovation into business."

Is design a superficial, non-essential 'dressing up' of products and services, or an essential tool to further Corporate Strategy?

Where you sit on this issue depends on where you stand. Research by the Design Council quoted in the new Financial Times report, 'Design Strategies: Using Design Innovation for Corporate Success', indicates that, while many business managers believe that design could be good for their business, they do not see it as a very good investment. Yet there is increasing empirical evidence that businesses which invest in design do better than those that do not. So, why the gap?

Innovation is crucial to commercial success and design can be one of the most effective ways of bringing strategically targeted innovation into business. As products and services become more functionally alike, design is key to creating and communicating a difference in order to turn commodities into desirable brands. Design is both innovative and closely targeted.

It is possible to undervalue design because the return on investment of a particular design is difficult to measure since it must work in harmony with other elements in the communications mix. Although there are spectacularly successful examples of design used in isolation and these case studies win Design Effectiveness Awards, the majority of excellent design does not qualify, because it is impossible to separate out the specific contribution of design to the overall effectiveness of a project.

Increasingly, successful companies are recognising the strategic value of design and are placing responsibility for it at Board level. For the last 15 years, Boots the Chemist has retained John McConnell, a partner at Pentagram, the highly respected international design group, to advise at

Board level on design strategy. He is effectively custodian of the Boots corporate brand. McConnell describes the identity of the nation's chemist as, 'the man in the white coat' which affects everything from the store fascia on the street to a packet of Boots aspirins on the shelf. It is McConnell who chooses and commissions a wide range of design groups to work on individual projects.

The selection of the right designer and the design buying process are complex. Ultimately the commission will only succeed if there is considerable personal chemistry between the parties. For this reason client/designer relationships may endure for many years.

For a decade, Nick Vince of GVMC, has designed for Charles Chambers, European Product Manager at Kodak Polychrome Graphics. Chambers is clear that it is not force of habit that continues the relationship. Chambers laughs that he keeps coming back to Vince, "because he's cheap!"

However, the small Hertfordshire based agency pitched successfully in New York for the Kodak Polychrome Graphics business against JWT. "Nick has already understood our business", explains Chambers, "so he doesn't have to go through that learning curve each time. And he's easy to brief because we both think in pictures".

Finding a Design Agency

1. Ask around for recommendations.
2. If you see a good piece of work, find out who did it.
3. If a company in a parallel sector has had a redesign, contact your counterpart and ask who did it.
4. Check the media for commentary on design reputations.
5. Commission another designer to draw up a short list.
6. For help contact the Chartered Society of Designers 0171 831 9777, The Design Business Association 0171 813 3123, Design Council 0171 420 5200, Thames Valley Business Link 0118 921 0320.

continued ▶

An issue to consider is the size of the design company. Many large businesses prefer to work with large design houses because they feel more secure working with companies which seem similar to their own. They may assume that the best designers work for the biggest companies. This is not necessarily true; designers are by nature independent and innovative and may dislike bureaucracy. Equally, while the client company may be large, the project might be relatively small. There may be no reason why a small studio could not cope - and do so more cost effectively.

There are advantages too, to choosing a larger design company, who may employ strategists alongside designers and may be able to provide a wider range of multimedia skills. A large company need not produce bland work. As Roger Laishley of Thame-based Paintbox explains, "We are not a tiny studio. We have 10 designers and 3 support staff. But each designer works one-to-one with the client. Our designers are the first point of contact. There are no middle men".

The Selection Process

1. What has the design agency done for its previous clients?

This will give an idea of capability but you will not know what the previous clients hoped to achieve.

2. How does the design agency approach your project?

3. Do they have the level of strategic thinking you need?

4. Talk to the designers. Give them a sample brief and ask them to discuss their approach.

5. Who exactly will be working on your project?

6. Remember - most reputable designers will not pitch for free!

7. Choose who you feel happy with. Personal chemistry is vital.

The Financial Times report makes the point that businesses that are most successful at extracting value from the design process are those which define their aims clearly, supplying designers with all the necessary commercial information and then allowing them to think laterally about how to achieve those strategic aims. The surprising solutions that result may be a sign of a potentially effective innovation, rather than an indication that a design has gone wrong.

George Zieja, of London based consultancy, Banks and Zieja, comments, "Some clients have a very fixed idea of what they want. Others want us to explore a raft of possible solutions. Different clients have different needs. Either way, it is the quality of the

briefing that counts". The key to successful briefing is to advise the agency precisely what the design has to achieve. A common, yet fundamental mistake is for the client to tell the agency what the end result should look like.

The Brief - a description of the problem, not the solution

1. Outline the aim of the project (eg. to design a brochure encouraging graduates to apply for jobs).

2. Outline constraints (eg. while looking attractive, we can only spend £x per unit).

3. Background information (eg. the organisation was considered old-fashioned, we need to communicate the recent change).

4. Who is it aimed at?

5. What is the product proposition?

6. What is it competing against?

7. In what sort of environment will it be sold?

8. Basic technical information, timings etc.

In the final analysis, low level appreciation, low level briefing, and low level expectations produce low level design. As George Zieja says, "Graphic design may be a viceroy, but it's the thinking behind it that makes it work. It's only the strategic intent that will give a design substance".

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Editor's Choice

Before embarking on any kind of design project, we recommend reading the Financial Times Retail & Consumer report, 'Design Strategies: Using Design Innovation for Corporate Success' by Julia Thrift which can be ordered by telephone 0171 896 2325, fax 0171 896 2333 or email rc.enqs@ft.com

Please quote code 27798A - Marketing News offer - to claim £50 off the regular retail price. This offer is only valid for readers of Marketing News and expires at the end of December 1999. Full price £495.

"The surprising solutions that result may be a sign of a potentially effective innovation, rather than an indication that a design has gone wrong."



Case Study:

National Campaign

Client: Fibernet
Team: Rufus Stone
Project: Advertising campaign
Budget: unknown

Fibernet are a rapidly expanding high speed data networking company operating their own national fibre optic network TANet with a requirement to expand and capitalise their industry profile. The company approached Rufus Stone for its different, slightly radical approach to corporate communications. Once the brief was established Rufus Stone created a range of visuals designed to reinforce Fibernet's position as an innovator and leader in the communications industry and to reaffirm the benefits of customer investment in TANet services.

The first three ads use both striking imagery and a no-nonsense copy style to convey Fibernet's message. All three pieces use art directed photography, a high degree of in-house retouching and Rufus Stone's ability to generate digital proofs, films and contact proofs in-house. Controlling both the creative and production processes produces significant cost and time savings for the client. All three ads were completed within budget and on time with film and proofs being generated on a same day basis for last minute space bookings.

Case Study:

The Invisible Client

Client: Niku Corporation
Team: MAXX Design
Project: Software Packaging
Budget: Undisclosed

Niku Corporation, the California based software company needed packaging for the global launch of a new product and was unable to find a local agency capable of completing the task within the deadline. Faced with the need to look farther afield, Niku was introduced to MAXX following a referral from the UK.

After an initial conference call to establish the brief, MAXX prepared costs, concepts and the necessary schedule which, because of the eight-hour time difference, needed to be adhered to precisely. MAXX handled all art direction, photography and production in the UK. Niku received each visual as a PDF file sent by email, with hard copy delivered via overnight courier.

Despite the potential difficulties of working in different continents the project was completed within budget and on the day specified, having taken two months from initial contact to delivery of the finished packaging.



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Royal Counties Healthcare Group

There may be some confusion in people's minds as CIM has two Healthcare Groups - our Royal Counties one, which was started first and the Healthcare Industry Group.

The Royal Counties Healthcare Group is unique in attracting managers from all sectors of healthcare - the NHS, private sector, pharmaceutical industry, medical device, capital equipment and diagnostic companies.

Our aim in setting up the Group was to have a forum for healthcare marketers and senior managers, from all sectors to get together and address strategic topics of concern. We wanted to attract healthcare marketers to join CIM. Most organisations within healthcare are marketing led, but CIM has very little membership penetration.

Our inaugural meeting was in May 1994. One of our first speakers was John McGill, then the Marketing Director of a first wave NHS Trust; the subject was "Developing Marketing in an NHS Trust and Implications for Suppliers". The other speaker was James McAinsh, the Director General of CIM, at that time, who had been CEO of a pharmaceutical company. Since then we have held quarterly meetings.

Our most successful meeting attracted over 160 attendees and was on "Labour Party Policy for the NHS". The topics we choose are of interest to the NHS and their suppliers alike. We concentrate on information and implications on strategy, rather

than "how to ... write a marketing plan" etc. Recently we have been focusing on the changes and the implications involved in the "New NHS".

Our next meeting, our seventeenth, on "Clinical Governance and the Quality Agenda in Today's NHS" will be held on 24th June.

The Healthcare Industry Group, was originally founded outside CIM and developed to support NHS Marketers. They have run some successful daytime seminars. However, this Group is now under new leadership and it too attracts marketers from all sectors of healthcare. We are planning a joint meeting in November on Telemedicine and plan to work closer together to benefit our members.

We, in the RCB Healthcare Group are very grateful for the continuing support and sponsorship of Holmes and Marchant/ Counsellor. Not only do they provide valuable sponsorship, but they also provide excellent, high quality synopses of each meeting, which are available to anyone requesting them.

Please come along to our meetings. If you or a colleague have interests in healthcare. You will be most welcome.

For further details please contact me, Ginette Camps-Walsh Tel (home) 01865 351762. (work) 0181 446 9714 x 218, e-mail Camps.Walsh@btinternet.com

Europe Calling

BY GIANNI COSSAR, EUROPEAN SPECIAL CORRESPONDENT

After seven years in USA, Ireland, and England (including a short stint on the Branch Committee) Gianni Cossar is back in his home town, Milan in a new international job as Group Marketing Manager for MaxMeyer-Duco. He aims to provide a European perspective to local and global marketing issues as he reports for Marketing News.

Is a foreign car more foreign in England, France, Germany, Belgium or Italy? Is a 'leaving do' more 'leaving do' in Boston, Dublin or London? Is the chance of finding in your pockets - at the first go - the right change in local currency in a petrol station on the motorway, more remote in Spain, Holland, Wales or Greece? But most important of all - is a photocopier toner easier to replace in a new company abroad? Starting from this issue I will reveal all.

Micro and macro economic factors such as the EU, the war in Kosovo, Y2K, hostile bids, new international airports will be an opportunity to tackle some serious and relevant marketing issues. However, I will start with something a bit easier - the trip of a marketing man across Europe.

I have learnt in a lifetime as a foreigner abroad that the coffee really does taste bad in motorway service stations and the souvenirs really are expensive. This brings us to the first global issue. Trade marketers worldwide (because a BP or Esso shop product mix and offering truly belongs in the realm of trade marketing) have identified a major market segment. It doesn't

matter where you come from, who you are, or what you're up to - if you stop and spend any kind of money on a motorway you are a cash cow.

Driving across countries is different from flying, you see the real thing. You see the 'Customer Driven' companies such as France Ltd whose company/country mission is 'We may not like you, but we like your money a lot'. Have you noticed that on the French motorway you can pay on both sides of your vehicle?

UK car? We love your money.

German car? We love your money too.

Italian car? We love your money...could you pay in Euros?

We speak about the Shopping Experience fraud in the UK (which means that retailers want more of your money). But French retailers really want your money. Their Retailing Information System is so advanced that in many places they do not even need your signature for your credit card. The money is taken out of your Visa automatically. That is a real shopping experience. In Germany before refuelling I had to present a CE approved certificate from my car manufacturer certifying that the emissions were regular and my Visa card had to be countersigned by another person. In Italy before a retailer allows you to pay by credit card you need a letter of introduction and to visit his house every Thursday for a minimum of 5 years!

Ciao, Gianni

Would you like to enjoy an evening of live rock music, disco, barbecue - in the beautiful grounds of Moor Hall? Then, come to your Royal Counties Celebration on Friday 2nd July 1999 (straight after the Annual General Meeting).

This year, to begin the Millennium celebrations, the Royal Counties Branch has organised a Marketing Midsummer Entertainment, comprising barbecue, disco, and live rock music by "Rockin' Ray and the 45's" (featuring the Institute's own Ray Perry...)

It's your chance not just to have a great evening, but also to meet marketers in other companies. It's a great way to start or build up

your own network. Your guests may be non-members. It's a great way to start a Summer weekend.

The event starts straight after the AGM at 8.15pm, ending after midnight. Dress code is smart casual.

To reserve your place, please fill in the attached coupon and send your cheque for £25 per head including VAT, to Julian Stoelker, 42 Watchett Lane, Holmer Green, High Wycombe HP15 6UG. If you have any queries, please write to the address above or email stolkr@globalnet.co.uk.

Your booking will be confirmed in writing enclosing your entry tickets.



Would you like to enjoy an evening of live rock music, disco, barbecue in the beautiful grounds of Moor Hall?



"Rockin' Ray and the 45s" (Chris, Ray, Mik, Keith)
 The band from St. Albans have been together for 3 years playing in the London/Home Counties areas. They play a mix of guitar based rock and blues classics mainly from the 60's and 70's, with the main aim of getting people up on the dance floor. The name comes from the average age of the band, a reference to the vinyl years (45s), and the tendency for the bassist to jump on the dance floor and join in the dancing mid song.
 For bookings Tel:- Mik on 01727 865413

Midsummer Fun Booking Form.

Name

Organisation

Address

Postcode Tel

e-mail

Name of Guest(s)

Organisation

I enclose £25 per head

Total

Please return to:
 Julian Stoelker,
 42 Watchett Lane, Holmer Green, High Wycombe HP15 6UG
stolkr@globalnet.co.uk



MarketingMarketing

BY RAY PERRY, DIRECTOR OF MARKETING, CHARTERED INSTITUTE OF MARKETING

There's a new poster on display on the tubes these days, advertising one of Britain's best known financial services companies. Finding the right mortgage, it says, is a bit like nailing jelly to a tree. Forget finding a mortgage - try marketing marketing.

By CIM's own definition, my role as Director of Marketing, is to identify, anticipate and satisfy our customers' requirements. Our product is an intangible one and our customers are the most switched on and sophisticated group you're ever likely to encounter. As our whole marketing team knows, when your customers are in your business, there's little room for error, or margin for mistakes.

And marketers have come in for some stick from non-marketing colleagues. The epithets abound "wide boys" - "never in the office", and my personal favourite: "gifted amateurs who make expensive mistakes." Irony of ironies, could it be that marketers have marketed everything but themselves? Have we been so busy with our products that we've failed to focus on ourselves?

Here at CIM, it's our job to focus on you and all that you do. We track the latest developments in a fast changing industry - picking up on the newest trends and monitoring the changes in marketing spend and attitude. Our economic forecasts predict how things are going to look in the months ahead, and CIM's own "confidence index" provides a

benchmark for the industry and the wider business world. We watch out for new campaigns, and later on this year will be rewarding the most innovative and successful with the first ever national "Marketing Excellence" awards.

We're promoting the status of marketing throughout British business, working with some of our biggest companies to ensure that marketers earn their rightful places on the boards. We're here to champion marketing excellence, and to demonstrate marketing's fundamental importance to business success. Our "product" includes marketing information and research facilities, marketing training and educational qualifications, a job vacancy service and careers support, and individual "Chartered" status - a standard of professionalism which is recognised world wide.

We're using all the tools you would expect. We're not just nailing the jelly with an old-fashioned hammer and nails. Instead, our marketing strategy includes relationship marketing, PR and events, electronic communication and fully integrated campaigns. We're focussing on building the profile of marketing as a discipline, as well as the Institute and our new "Chartered Marketer" brand. Of course our customers are in the same business as we are. Our role is to help them do their job better.

For more information about becoming a Chartered Marketer or other CIM services contact us on 01628 427500 or have a look at our website: www.cim.co.uk.

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Ideally you'll have:

- at least five years' market research experience, mainly in the business-to-business arena;
- a degree, plus a market research qualification and/or membership of the Market Research Society.

You'll also need to be:

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prospects for non-UK nationals may be limited. Staff have a mobility commitment.

Visit our web site at www.met-office.gov.uk

The Met. Office is an Equal Opportunities employer. We are keen to hear from all suitably qualified men and women and will select only on the basis of ability, qualification and suitability to do the work.

The closing date for applications is 24 May 1999.

Application forms and further information:

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Fax: 01256 383786/383787
www.rasnet.co.uk
Reference B4242



The Met. Office

Student News

from Lisa Harris

Do you need an incentive to get started on your revision? Read on...

How about aiming for one of our 'Best Student' Awards? Royal Counties Branch is sponsoring a number of excellent prizes in the June examinations. The prize winners will be chosen by participating colleges in the region, and you could be the proud recipient of a year's free CIM membership, as well as a large number of brownie points. After all, just think what such an award could do for your CV! The presentation of the Awards will take place at the October Business Meeting and there will be further glory here for the winners in terms of photo opportunities, autograph signings etc

Revision Support - it's not too late!

Don't forget to sign up for the Student Support Group Revision Courses that will be in full swing as you read this. Details of the entire Spring Programme were published in the March edition, and you will find information about the remaining courses together with an application form elsewhere in this magazine. We are running Syllabus Days and Syllabus Weekends that cover the highlights of the courses in detail and also Prep Days that focus specifically upon hints and tips, exam techniques and lots of question practice. If you wish you can combine a Saturday Syllabus day with a Sunday Prep Day for the ultimate in exam preparation. (Some people will do anything to win one of our prizes...)

Volunteers required - please!

Are you looking for something worthwhile to do in your spare (!) time? Now that our Student Committee Representatives are being considerate enough to complete their examinations, we are seeking volunteers to provide a student voice on the Royal Counties Committee. Just what you need to enhance your CV, and think of the ongoing networking opportunities! Please contact Lisa on 01865 308340 or email lisa.harris@lineone.net for more information.

That's all the news for now. Coming in July - your definitive guide to the new CIM examination structure! (You know all those exams that you passed which now have to be retaken ...only kidding).

Remember that feedback on our ideas is always welcome - I look forward to hearing from you! And don't forget to check out the student page on the Royal Counties Website

<http://www.royal-counties-cim.org>

Student Committee Member: Kate Gilbert

Kate Gilbert has completed the Advanced Certificate and is currently studying for the final Diploma case study examination at Oxford College of Further Education. Being the only person in her organisation with a formal Marketing qualification, she feels that two and a half years of concentrated study have enhanced her credibility at work. Kate believes that meeting other professionals, and taking the time to fully understand the course subject matter, have been as important to her as actually passing the exams themselves. She also makes an effort to attend business meetings in order to build up a store of 'real-life' examples! Kate has enjoyed her studies but she would have liked to have seen more emphasis upon business-to-business marketing - an area which is currently under-represented in the CIM examination programme.

Student Committee Member: Janet Wood

Janet Wood of Call2 Ltd has successfully completed the CIM Diploma, passing all of her exams at the first attempt. Having spent nearly 20 years in Marketing, she wanted to formalise her experience and gain confidence in the boardroom by being up to date with current practice. Janet is a great believer in the value of extra study sessions with fellow students (especially for the Case Study paper) and she is also very complimentary about the help offered by colleagues at work. She particularly relishes the ability to do effective battle with the 'bean counters'! Looking back over the course, Janet would have liked to have seen more emphasis upon course-work rather than examinations. She has, however, now acquired the studying bug and is thinking about an MBA after taking a short break.

CIM Students

- Get ready for your Marketing Exams with Syllabus and Prep Days

Pass the June '99 CIM exams with help from our revision programme. Ideal whether you're new to CIM, sitting retakes, moved up a level, on distance learning or on an intensive course. This programme won the CIM Award for Best UK Student Activity Programme 1998 and student feedback indicates at least a one-grade improvement as a result of attending our workshops. Supported by CIM Greater London Region, sponsored by CIM Heathrow West London branch, and organised by the Student Support Group, the programme runs mainly on Saturdays/Sundays in April & May. Our tutors are all CIM subject specialists and many are Chartered Marketers.

The Revision Programme format has been developed over the past 5 years in conjunction with students and as a result we now offer several types of revision workshop per subject. All workshops run 10.00am-4.00pm, except Friday workshops which run 1.30pm-7.30pm.

Syllabus Days to strengthen subject knowledge by covering syllabus highlights. Come in sponge mode and soak up the syllabus. Ideal as knowledge top-up or re-take.

Prep Days to polish and refine your exam performance, provide hints and tips on exam technique with lots of exam practice. Workshop uses assorted exam questions, mini-cases and model answers, ideal for building confidence and improving exam performance. Where two Prep days are offered on the same subject, you can come to both if you wish, as different exam papers will be used.

Syllabus Weekends cover the syllabus more thoroughly and are ideal if you have missed topics, feel rusty or have particular subject difficulties.

Syllabus and Prep Weekend, the ultimate preparation. A Syllabus day followed by a Prep day. Get the knowledge and polish your exam performance.

Tutorials provide tailor-made support and can be arranged for individuals by appointment. Available in hourly slots with discounts for small groups.

Case Study workshops are broken into four sessions and you can attend one or two workshops or the whole set. Each workshop focuses on a different aspect of the actual June '99 case. Working in small groups with lots of expert advice you can revise your approach. An early start is recommended.

Technique workshop shows you how to approach the Case Study.

Audit workshop helps you to produce a SWOT analysis.

Strategic Options workshop considers alternative strategies for the Case organisation.

Exam Prep workshop prepares you for the exam.

Case Study Surgery provides individual tutorials by appointment to help you prepare for your Case Study exam. Available in half-hourly or hourly slots.

Three ways to save.

In response to student feedback and to spread demand, we now offer three types of discount.

1. Lower prices for "Early dates" workshops. See programme dates opposite.
2. Multiple - booking discount: £5 off when booking 2 workshops, £10 off 3 workshops, £15 off 4, etc.
3. Early booking discount: £5 off every workshop when payment received 10 days prior to first workshop.

Book early and plan to save money as well as stress. The full Programme & Booking Form are overleaf.

Student feedback.

- "Helped me to focus on key issues."
- "Brilliant, tailored exactly to our needs."
- "Superb value"
- "I'm glad I came to both days."
- "I'll be back for more help for the June Exams."
- "Excellent, very good participation."

For further information and advice on workshop choices, call Caroline on 01784 463057 during office hours or see the student web page at: www.heathrow-west-london-cim.org.uk. Places are limited so book early.

Student Support Group
Ceejay House, 30 Richmond Road, Staines TW18 2AB
Tel: 01784 463057 Fax: 01784 211765
Email: carolinessg@orangenet.co.uk



In the (marvellous) March/April issue of Marketing News, I suggested that creativity, problem solving, innovation, and change were ostensibly all the same. Most differences are linguistic and not scientific as the brain doesn't have different 'departments' for innovation, creativity, problem solving and change!

I also introduced the 4 P's of creativity - **person, process, product, and press** (press refers to the influence of the environment that we feel 'pressing' on us) as opposed to the 4 P's of Marketing - product, price, place, and promotion. The 4 P's of creativity form the structure of what has come to be regarded as the creative mix.

As with the marketing mix, there are elements of the creative mix that are more difficult to understand and some that are easier. For example it is relatively straightforward to do something about the price and in the creative mix it is relatively easy to address process through tools such as brainstorming, putting in an idea suggestions scheme, or using facilitators to run creative problem solving meetings.

The key to both mixes is not to omit any aspect just because it is difficult or to treat each element in isolation as they only function as a complete system. Sadly in our experience, all too often when thoughts turn to improving the level of creativity in an organisation, the crucial aspects of people and press are normally poorly understood and all but ignored.

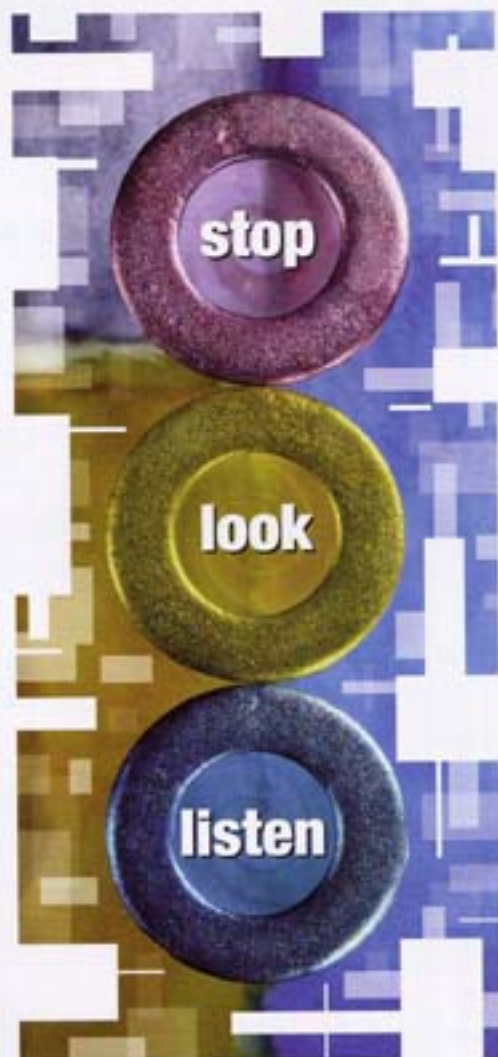
Similarly to the Total Quality Management movement of the 70s and 80s, when the aspects of people and press are not addressed, then it is very likely the initiative will not be sustained. Based on Crosby's Quality Management Maturity Grid, we have developed the following Creativity Maturity Grid.

Creativity Maturity Grid

	stage				
	1 Innocence	2 Awareness	3 Support	4 Competence	5 Excellence
Focus	None	Product	Process	People	Press
	At this stage, there are normally a few people in the organisation trying out various creativity approaches but there is no considered approach and creativity is not explicitly on the agenda.	When the organisation starts to put creativity or innovation on the agenda, and focuses on NPD or R&D. It tries to gain insights by researching other companies and their 'products'.	At this point, the organisation starts to buy some form of creativity tools and process training and often will then progress this to developing facilitators and a Head of Innovation.	Many organisations never get to this stage as the enthusiasm of the previous stage is turning to depression as folk find that real success is sporadic. The initiative is often then all but aborted after the initial utilisation apart from a few devoted enthusiasts. Those who really have the desire to succeed start to consider the key elements of the system - people and press.	Those with the energy to succeed start to understand the full system and are changing the crucial aspects of people (especially the effect of leadership behaviour) and press. Leadership take their role seriously and really get involved (as opposed to merely being sideline cheerleaders) and over time start to see bottom line improvements in areas such as productivity, quality and profitability.
Feeling	Hope	Impatience	Enthusiasm	Frustration	Enlightened

HOW MATURE are you and your organisation at creativity

by Andy Wilkins



What is a Marketer to do next?

In the time honoured fashion of adopting and adapting from others, I would like to use the Highway Code - as Paul Fifield did in his March/April article in Marketing News. **Stop, Look, Listen.**

The purpose of the grid is to provide a frame-work to assess where you are and to get moving that which isn't by encouraging you to stop, look and listen to what the 'best' are doing. If you and/or your organisation are serious about creativity and innovation, the grid will help you to see different perspectives and guide you in what needs to be done next.

But a word of caution - moving through each stage takes a considerable amount of effort and risk (especially to the individual who challenges the existing approach). In just about every organisation my colleagues and I have worked with, we have found the same patterns outlined in the grid below. Many struggle for a long time in stage 3. Others manage to change and progress by moving out of their personal comfort zone and take risks by challenging and changing the existing approach.

But what are the key aspects of people that need to be considered? And what is it about the environment that needs to be understood and changed? These are some of the questions that people struggle with and in the next issue of Marketing News, I will provide some insights into these elements of the creative mix.

Understanding Creativity



Andy Wilkins specialises in fresh, non-toxic and digestible creativity from around the world. The Centre for Creative Change, 9 Kneesworth Street, Royston, Herts, SG8 5AA. Tel: 01763-247161 Fax: 01763-249637 Mob: 07050-098515 Email: andy@ccc@aol.com

© The Creative Problem Solving Group - Buffalo

No this isn't a sales pitch on some fabulous new system just a tip on how to make better use of your current resources. But while we're on the topic of resources, think about the savings you can make on print, postage and packaging, and how easy email makes receiving and handling responses. Of course e-mail doesn't suit all markets, but if the business-to-business market is the home ground of the internet with books, travel, news, financial services and computer equipment as the main sectors, you really can't ignore it's potential.

More UK web sites selling online

According to Fletcher Research's UK Internet Survey 1998, 41% of commercial web sites in the UK are selling goods or services online, and 10% are aiming to save money by offering cheaper customer service online. An average of 64% of sites were planning to start advertising or advertise more online in 1999. The fact then that your audience is already online offers you a perfect opportunity to build your own e-mail mailing list. As these people have already enquired about your services the likelihood of your contacting them by e-mail is more likely to be regarded as good business practice rather than e-mail "spam".

So how do you manage it?

Be careful how you gather your lists. Make sure they are well sorted. On the actual e-mail you should have a very clear subject line. If possible do not insert files, hyperlinks are better as they can take the reader straight to your web site. Put an 0800 number or "call me free" button in for replies, but this does depend on your audience. If they have to connect to the internet to get to your site this requires a significant incentive for them to bother, however, if your audience is using an intranet with internet access the process is simply a click of their mouse away. Most importantly, deal with inquiries promptly. There is no better way to turn off customers than to generate enquiries and then not bother to acknowledge enquiries or process orders efficiently.

Dealing with your own e-mail

A report by Frost & Sullivan claims the number of e-mail mailboxes installed worldwide reached approximately 112.4 million in 1998, a considerable increase on the 48.7 million e-mail mailboxes in 1997. When you consider that there is an estimated 2.1 billion e-mail messages sent each day in the United States alone, the size of this market is staggering.



Cyber Truths



This volume of e-mail has prompted Harvard Business School to publish a first draft of what it called "The Ten Commandments Of E-Mail". Here's what they suggested:

1. Delete Mail

Scan headers, and delete everything you don't need to know or act upon materially.

2. Attach Less

So much time is wasted with incompatible formats.

3. Count to 10 then Send

Don't send e-mail when you're furious, e-mail can easily be angry, hurtful or critical - wait for a moment before you send it.

4. There's Nothing like the Real You

Some things are better done in person, especially when it comes to sensitive topics like reprimands/rewards.

5. A Stitch in Time

Take advantage of time-saving features on e-mail programmes.

6. Break the Chain

Chain e-mail is tacky, even illegal on some company networks - delete it.

7. Rumour, Gossip and Hearsay

E-mail can be easily forwarded so watch out for words that might come back to bite you.

8. Do Unto Others

If you wouldn't say it in person, don't send it.

9. Personal Bandwidth

There is an hierarchy to communications starting with face-to-face meetings, then phone calls, voice mail and finally e-mail. If it's important say it in person.

10. No One is Perfect

E-mail can be the Bermuda triangle of writing - watch out for punctuation, spelling and grammar. If it must be error-free, test until it's perfect or send it by another medium.

While the above list doesn't cater for all eventualities, it's a very good start. With e-mail presenting such a powerful format it's time we started to use it for what it's best at, namely sending timely, low cost, specific messages/responses to an appropriate audience.

"Some things are better done in person, especially when it comes to sensitive topics..."

Careering through life

Remember the Socratic quote about the "unexamined life not being worth living"? One unexamined area of far too many lives is that of career choice and management.

As we career toward the dying moments of the 20th Century amidst a cacophony of hype and Y2K paranoia, time and change are accelerating at an unprecedented rate. There is less and less time available to reflect on and manage one's career proactively in an ever changing and increasingly complex context.

This column aims to open a small technological window (e.g. the Internet) to allow readers a quick glimpse into the veritable jungle of variables critical to effective career management. For those interested in doing a more thorough job, the professionals are out there just waiting to be consulted. For those hardy and self-sufficient souls who would enjoy a quick tour of the territory - welcome aboard!

Most people embark on a particular career path, post-school, on the friendly advice of friends, relatives, next-door-neighbours, teachers or counsellors, (most of whom have never inhabited the "real world of work"). As a result, they begin "careering" down the path with little time for reflection, refinement or more seriously, capacity for significant change in direction. The end is inevitable. If this happens to be an adrenaline-charged rush down a hill to a safe retirement, may the force be with you. If it is not,

it is best avoided by regular maintenance and the exercising of good driving skills.

As with any journey, a career should start with some vague destination in mind. There is a vast amount of self-help literature on topics such as "vision", "mission", personal goal formation etc. Basically it boils down to this - you either put in energy on your own dreams or serve the dreams of others. The sad thing is that some people never make time to explore in order to create fuel for their own dreams in the first place.

How many people do you know that, having kicked off on a less than 100% satisfying career direction, spend 50% or more of their free time actively exploring a variety of alternatives? Most people would prefer to snuggle up in front of the fire with a good self-help book than get out into the cold for a real adventure.

This column will offer the compromise of virtual adventure to stimulate your thinking and point out side roads tangential to your current career path. We'll seed the path with the odd statement and opinion (the odder the better), ill-considered questions, http type addresses, occasional quotes, and references to books and other arcane inventions.

Bon Voyage.

By Janet Wood Consultant: Mike Spruce

Artificial intelligence is no match for the real thing when it comes to communicating with your customers

call

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Continuing Professional Development and Chartered Status

Continuing Professional Development (CPD) is the marketer's competitive edge and is a fundamental requirement for achieving and retaining individual 'Chartered Status'. Last year 121 Branch members achieved Chartered Status. To remain on the Register and continue to use the Chartered Marketer designation, full Members (MCIM/FCIM) must complete a minimum of 35 hours CPD during the period 1st July 1998 to 30th June 1999.

This year we want to increase that number dramatically and to give you every opportunity to acquire the requisite number of CPD hours, we have been running a very strong CPD programme. Full details of the programme can be found in this issue of Marketing News. The qualification criteria and CPD categories are shown below. All Branch CPD meetings qualify under category 2.

Business meetings are a service offered by the Branch to keep members abreast of current topical information and issues. These meetings may qualify for CPD hours as designated by the Chair. CPD hours claimed for Business meetings come under category 10. The total number of hours claimed under categories 7,8,9, and 10 should not exceed 28 hours annually. Therefore to achieve your CPD hours you need to have at least 7 other qualifying hours in Categories 1-6!

You need to ensure that you complete and return your 1998/99 CPD card to Sandra Booth before the end of July 1999. Do not delay, return the card as soon as you have completed 35 hours. If you don't have a CPD card please contact Sandra at Moor Hall on 01628 427351 or email her at sandrabooth@cim.co.uk. I will remind you all about CPD in the July magazine and at the AGM on 2 July!!!

Paul Gostick

"I think marketing has really come of age with the establishment of the Chartered Status and I believe it puts marketing on at least a similar level to that of other professions like accountants and surveyors. I think the very good aspect of this is that it should encourage a lot more companies throughout this country to ensure that they have Chartered Marketers representing the company on their Boards of Directors."

LORD MARSHALL, *British Airways plc*

The benefits of being a Chartered Marketer via the CIM's CPD scheme:

- Offers you the means of improving your job prospects by improving your competence
- Provides a structured framework for you to make informed decisions about your future
- Encourages a higher standard of personal performance
- Offers increased job satisfaction
- Provides you with the opportunity to anticipate change
- Enhances your professional status and demonstrates your commitment to existing and future employers
- Helps you to make new contacts through attending CPD events
- Contributes directly to your organisation's long-term success, giving it a vital competitive advantage
- Increases customer/client satisfaction

"Well I think the impact of Chartered Marketer Status on people in the marketing industry will be to kick us up to a whole new level. It's quite profound. It'll benefit individual people in terms of their own career development and in terms of demanding their rightful place in the Board Room."

RAUL PINNELL, *Shell*

The following count towards your annual CPD total:

1. **Post-Qualification Studies.** MA, MBA CIM Diploma etc. Automatically meets CPD requirements
2. **Short Courses.** Up to 35 hours may be claimed. Courses related to marketing, sales and/or management.
3. **Distance Learning.** Up to 35 hours may be claimed.
4. **Language Training.** Up to 35 hours may be claimed.
5. **In-company Management.** Development Up to 35 hours may be claimed
6. **Imparting Knowledge.** Up to 21 hours for authorship on marketing, sales and management subjects. Up to 14 hours for papers, articles, coaching, teaching.
7. **Conferences & Exhibitions.** Up to 10 hours for attending CIM or job/industry related events.
8. **Committee Work.** Up to 8 hours for work on committees/working parties.
9. **Private Study.** Up to 8 hours
10. **Meetings.** Up to 10 hours for Business meetings. Branch Chairman may designate a number of qualifying hours per meeting.

A special programme is available for Graduate and Associate Members. Record cards and further details are available from Sandra Booth at Moor Hall 01628 427351 or email sandrabooth@cim.co.uk.

Business Meetings:

All meetings are currently free, and refreshments are provided.

20 May IT - Marketing on the Internet

Ross Beadle

Pauline Bickerton

Venue: *Madejski Stadium, Reading*

23 June Marketing Accountability

Dr Robert Shaw

Venue: *Madejski Stadium, Reading*

2 July AGM (free) followed BBQ & Disco (for which there is a £25 charge inc VAT)

Venue: *Moor Hall*

CPD Workshops:

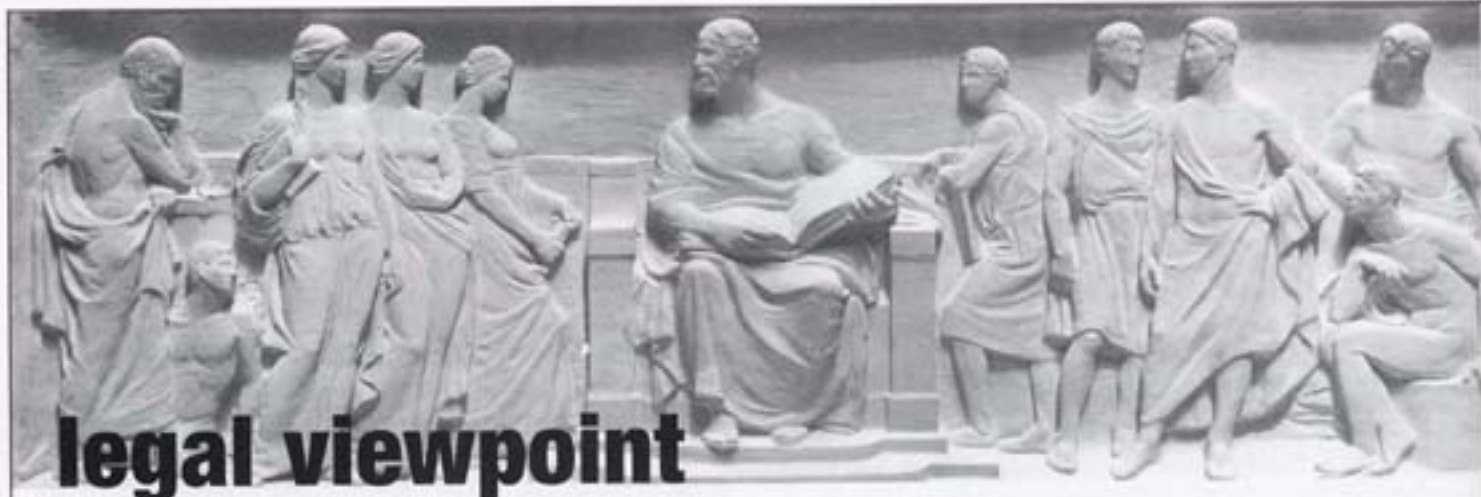
All CPD Meetings are held at Moor Hall and cost £35 including supper.

19 May Internal Marketing Communications

25 May Understanding Customer Buying Behaviour

16 June The Internet as part of the Marketing Mix

6 July Effective Speaking and Presentation - Cultural considerations



legal viewpoint

The UK's first ruling on the liability of an Internet Service Provider (ISP) for defamatory third party material was handed down on 26 March. The decision was in a pre-trial hearing by a lower court, and may be appealed, but it has importance for anyone making third party material available online - whether as an ISP or on a Web site forum, chat or other discussion area.

A "squalid, obscene and defamatory" posting by an unknown person in the USA, and purporting to come from Laurence Godfrey, was made to a Usenet newsgroup carried, like other UK ISPs, by Demon Internet. Godfrey notified Demon of the forgery and asked Demon to remove it but the posting remained on the Demon news server until its normal two-week expiry.

"There is a difficult balancing act to perform in not taking on a full editing or publishing role in relation to third party material but still taking reasonable care."

Godfrey claimed damages for libel from the date of notification to Demon that the posting was defamatory. Godfrey sought to strike out the parts of Demon's defence which claimed that Demon was not 'at common-law' the publisher of the posting (i.e. by analogy with pre-Internet cases and US cases that have dealt with ISP liability) and, even if it was, Demon could defend itself using Section 1 of the Defamation Act 1996.

Section 1(1) of that Act provides that a person has a defence in defamation proceedings if he can show that:

- he is not the author, editor or publisher of the statement complained of - and this includes where he is only involved, in essence, as the operator of a server or telecoms equipment;
- he took reasonable care in relation to its publication; and
- he did not know, and had no reason to believe that what he did caused or contributed to the publication of a defamatory statement.

The judge held that Demon could not rely upon this defence as, although Demon was clearly not the author, editor or publisher of the defamatory posting, Demon also had to prove the second and third points above. This was not proved by Demon who had notice of the defamatory content of the posting but did nothing to remove it. Further, Demon could not rely upon a defence at common law that Demon did not publish the posting. There was publication of a newsgroup posting whenever a Demon user accessed it. The US case law referred to by Demon's lawyers was "educative and instructive" but ultimately only of "marginal assistance" due to the different approach to defamation law taken in the US.

This case has importance for anyone involved in distributing material on the Internet, not just ISPs. Where third party material is posted directly to a site - as part of a forum, chat or other area, the site owner may be able to argue that as a result of Section 1(3) of the Act it is not acting as author, editor or publisher of such material - just as Demon was held not to be author, editor or publisher of the newsgroups it hosted.



In order to ensure that the site owner can then establish a defence under Section 1(1), the site owner should also take steps to be able to establish to a court that:

- *it also takes reasonable care in relation to the relevant statement's publication.*

There is a difficult balancing act to perform in not taking on a full editing or publishing role in relation to third party material but still taking reasonable care.

Unfortunately this decision did not give any further guidance as to what action would amount to taking reasonable care other than to suggest that doing nothing would not. We suggest that "Best Practice" would be to establish, record and follow a procedure which could be presented to a court as evidence that the site owner was acting reasonably.

- *the site owner did not know, and had no reason to believe that what it did caused or contributed to the publication of a defamatory statement.*

When a site owner does receive notice of a defamatory statement having been posted to its site whether as a result of a complaint, its own 'reasonable care' or otherwise it must act. In this case, the statement was clearly defamatory and there was no basis for any delay in removing it. In other cases, liability may be less clear and an investigation and legal input may be needed before a decision can be made as to whether the statement should be removed.

Duncan Calow/Grant Anderson

Denton Hall who contribute this column, is a major London-based international law firm.

Denton Hall provides the full range of corporate and commercial legal services and has one of the highest-rated teams specialising in new media publishing, technology and communications. For more details or to make contact e-mail Elizabeth A. Forsyth on eaf@dentonhall.com or telephone +44 (0) 171 320 6559.

CPD

CONTINUING
PRESIDENTIAL
DENIALS

PROF MCD
LOOKS BACK AT
A TIME WHEN AS
A BOY MARKETER
THE WAY WAS
FRAUGHT WITH
PITFALLS...



HARCOLM MCDONALD + CHARLIE FARROW

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OUTPUT

ADVERTISING



EFFICIENT SALESMANSHIP IS
VITAL IN THE MARKETING MIX

BUT WITHOUT PROPER MARKETING PLANNING
THE SALESMAN IS LITERALLY AT THE
SHARP END



SO BE PREPARED

BUT CUSTOMERS AND MARKETS
CHANGE. SO A DIFFERENT
MARKETING PLAN AND
EVENTUALLY A DIFFERENT
SALES PLAN MUST BE
DETERMINED



THE
PRESIDENT
VIGOROUSLY
DENIES
THAT HE
HAS
EVER
GIVEN AN
ELEPHANT
THE
BONE

Editor's Prerogative

Change is inevitable (except from a vending machine).
But it takes an act of faith to action it

This time last year, I rang up our Royal Counties Chairman, Paul Gostick, "You could do with a bit of help with your newsletter..." To my surprise at the time, instead of taking offence, he agreed with me. (I have since come to learn that Paul is both incisive and very pragmatic.) He gave me a very free hand - with a few provisos, "We have a tight budget, so it must never cost us any more than it does now. It must communicate the Branch programme and serve membership information needs. But apart from that, if you can improve it, over to you."

Most of us stumble over people with ideas all the time, but the majority pick themselves up and hurry on as if nothing happened. To his credit, Paul didn't. He accepted that the vision need not be an impossible dream and has backed the transformation from costly newsletter to self-liquidating magazine at every stage - a not inconsiderable act of faith.

We have that magazine. But what sort of magazine is it?

We have made a conscious effort to distinguish Branch CIM pages from the general 'magazine' content for ease of use, but have chosen to integrate the two throughout the publication. The 'general' pages broadly fall into two categories - news and features. The news element seeks to report stories with local significance - active networking and information. The features parallel the Business Meeting programme, providing best practice guidance illustrated where possible with local case studies. We are looking to position Marketing News as a



Charlie Farrow, Editor.

geographically specific Financial Times of marketing, read as much for analysis as for news. So perhaps we should reassess the name Marketing News? As such, we are not seeking to compete with Marketing or Marketing Week. We publish too infrequently for that. Anyway they've got it covered. Marketing Business performs a national CIM function beyond our remit. Our USP is precision targeting. We aim to provide, as Roy Warman says in 'Media Focus', the best of national standards, delivered with a local voice.

If you have any comments or would like to contribute, do get in touch.

Charlie Farrow, Editor
cfa@newbury.net
01635 551754

PS A very big thank you to Tony White from Alpha Marketing in Thatcham 01635 869072 whose expertise has enabled us (at last) to sort the membership list electronically.

Snippets

It's official. It all happens on the Golf Course.

The CIM Golf Society has three Society meetings a year, plus matches against other societies and our own version of the Ryder Cup. Matches are on Wednesday 16th June at Apsley Guise and Woburn Sands Golf Club, and Wednesday 29th September at Hindhead Golf Club. The CIMGS Ryder Cup is at Hawkston Park Golf Club 15th - 17th October. For full details and membership enquiries contact the Secretary, John Dicks, JD Associates, 16 Cranesfield, Sherborne St John, Basingstoke RG24 9LN. Tel/fax 01256 851086.



Gerald Jones FCIM (pictured above with Branch Chairman, Paul Gostick) winner of the November caption competition was finally awarded his prize at the Business Meeting on 23 March at Madejski Stadium.

The next issue of Marketing News is published in July. Special features include "The Story of Moor Hall and the Chartered Institute of Marketing", a Focus on Education and an in depth look at Web Design. All editorial contributions and advertising should be received by 10 June 1999. Full contact details page 1.

Royal Counties Branch Contacts

President:
Professor Malcolm McDonald
01234 751122 (Sec. Lee Smith)

Chairman & IT Meetings:
Paul Gostick 01276 416461

Hon. Secretary & Education Team:
Lisa Harris 01895 274000

Treasurer & Healthcare Meetings:
Ginette Camps-Walsh
0181 446 9714

Vice Chair. & Business Meetings:
Erica Henley
0181 818 4985

CDP:
Mark Asplen-Taylor 01908 833036

Student Liason & Education:
David Greig 01256 880509

Communications & Membership Team:
Charlie Farrow 01635 551754

Membership Officer:
Clair Elliott 01494 422862

Attendance Co-ordinator:
Julian Stoelker 01494 712164

Regional Director:
John Lockwood 01483 285999



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