

MarketingUPDATE

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NEWS FROM THE AUSTRALIAN MARKETING INSTITUTE



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NATIONAL PRESIDENT

Marketing effectiveness measures for public sector and not-for-profit marketing

Roger James starts the thinking process on the key issues to address in developing marketing metrics suited to the differing objectives of the public and not-for-profit sectors.

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NATIONAL CONFERENCE

Early-bird registration closes 19 August!

Keynote speakers at the AMI National Conference in Sydney in October include Dr Franz Sauter (BMW), Joe Talcott (News Ltd), Megan Dalla-Camina (IBM), Peter Lynch (Fairfax), and Bill Price (Driva Solutions). [Go to conference website](#)



MARKETING CAREERS

Jobs outlook for marketers remains strong

Professional marketers across an array of industries and disciplines are in hot demand, and salaries are rising. Greg Smith, from Hudson, reports on the results of the company's latest quarterly survey of employers. [Go to article](#)



DIGITAL MARKETING

The six immutable laws of digital marketing

Tim Martin proposes six 'laws' to explain the variations digital marketers see in their observed events and data, including 'the slow build', 'the spike', and 'the gestation period'.

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PUBLIC RELATIONS

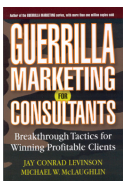
The importance of strategic communications

Thomas Murrell looks at the role of PR in the marketing mix and asks where you stand on the PR ladder of corporate culture, plus gives some tips on how to go from media-shy to media-savvy. [Go to article](#)

ONLINE SURVEY

New product developers – Help needed for original PhD research

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The online version of the Marketing Update August issue can be accessed at:

http://www.ami.org.au/amimu/0508August/0508_summary.htm

Marketing effectiveness measures for public sector and not-for-profit marketing

It was gratifying to attend the AMI Government Marketing Conference, which was held in Queensland at the start of August. This is a very strong event that consistently delivers value and interest to delegates. Based on comments I had from people, this year's event lived up to or even exceeded the standard.

As with the private sector, there is an ongoing need to monitor and measure the effectiveness of public sector marketing. There have been many worthy presentations over the past few conferences that documented the measurement of effectiveness of public sector marketing campaigns. Or did they?

The dominant topic, indeed the only topic in almost all presentations, was marketing communications. I am the first to acknowledge that advertising and promotion are a very important part of marketing, but they are not the whole mix.

Over the past year, a great deal has been written and spoken about our Marketing Metrics Project and the development of common methodologies by which a suite of metrics can be developed for any business in any sector. At present, the Metrics Toolkit is being developed. The toolkit will assist marketers in developing and applying metrics at all stages of the marketing cycle, from new product development to after-sales service.

We have acknowledged from the start, however, that the tools and methods being developed are designed to help demonstrate that growth in the value of market-based assets will lead to growth in the shareholder value of an enterprise. Critical intermediary measures here will be cash flow and profits, neither of which applies to public sector activities. As a consequence, the need to consider public sector and not-for-profit marketing metrics has been flagged as a separate concern from the start of the project.

By Roger James FAMI CPM
national president
Australian Marketing Institute

Email: roger.james@ami.org.au



So if we are now to start thinking about public sector metrics, it seems there are two key issues we must face. The first is the need for public sector marketers to take a more comprehensive view of what marketing means in their sector, to see if comprehensive marketing mix concepts can be used as an analytical and synthetic tool across the totality of the activities of their agencies.

The second issue is to develop conceptual analogues of the private sector marketing mix and its principal outcome-based metrics. I think this is an issue that has had very limited consideration to date.

At the Government Marketing Conference, I made a presentation on developing public sector metrics, discussing the issues in light of those being aired in the metrics project. I made some initial suggestions about developing measures, but did so more to suggest some of the questions we need to address than to try to provide answers. I also wanted to put out the call to government marketers who might be interested in contributing to this development work from their own or their agency's experience. I was very pleased to receive a number of responses and hope to start the process of investigation and consideration as a subsidiary activity to the main metrics project. ●

Jobs outlook for marketers remains strong

By Greg Smith AFAMI,
director, Consumer Sector Australia, Hudson

Employment growth in Australia is expected to continue at a solid rate over the next six months, with economic and business confidence remaining at high levels and underpinned by low interest rates. Employer optimism is also at an all-time high, according to the latest findings of the *Hudson Report*, a quarterly national survey of 8177 employers. The July–September report recorded the highest level of optimism since November 2000.

This is great news for talented job seekers, and the demand for professional marketers remains solid. Employers are looking for brand managers and assistant brand managers, while marketers with FMCG experience are always highly sought after and demand for Tier 1 FMCG marketers is particularly strong. Marketers (for both permanent and contract roles) with expertise in direct marketing, advertising, sponsorships, events, segmentation marketing and market analysis are in hot demand, particularly across industries such as IT&T, professional services and financial services.

It is therefore not surprising that marketers' salaries are rising. The strong demand for experienced marketers, combined with key skills shortages, means that these marketing candidates can command attractive salary packages. In particular, marketers with diversified commercial experience in blue-chip brands have significant negotiating power.

Candidates in marketing professions are keen to align themselves with organisations that demonstrate an innovative approach towards their brand position in the market. Other factors that influence their motivation to join an organisation include greater investment in marketing spend to align their brand with high-profile events.

New graduates

Organisations are looking for new graduate marketers either informally or through structured graduate recruitment programs. New graduates can typically expect their first role to be as a marketing co-ordinator or assistant, which provide excellent training for more senior roles. Banks and other financial institutions, law firms, some FMCG organisations and larger blue-chip companies have typically been strong supporters of formal graduate programs.

The message for both marketing candidates and employers is that the much talked about skills shortage is no myth. Further, it is working to the advantage of job seekers. Marketers with broad commercial experience in buoyant

Hudson is a leading human resource consulting and specialist recruitment firm. Greg Smith is responsible for the growth and profitability of all job categories in Hudson's Consumer Sector. Prior to this, he managed Hudson's Human Resource Consulting division, specialising in leading and managing organisational change and talent management including assessment, leadership development, performance enhancement and career coaching.



Email: greg.smith@hudson.com
Web: www.hudsonresourcing.com.au

sectors often get the opportunity to mull over four or five offers of employment at one time.

However, regardless of prevailing market conditions, or whether you are a new graduate or a seasoned marketer, investing time in the career planning process is an integral element of career success.

Hudson's experience, together with the work of prolific careers researchers over many years such as Donald Super and John Holland, has proven that a structured approach to career planning using a sound theoretical framework and practice can help identify and achieve career goals that lead to satisfaction.

Plan your career

Effective career planning starts by building self-awareness. Our personal values are the source of the career drivers that determine what career satisfaction means to each one of us. Ensuring there is an alignment between your own values and that of the organisation you are working for – or plan to work for – is critical to achieving career satisfaction.

At the end of the day, there is never enough money, status or other enticements to overcome dissatisfaction borne out of a clash of values. These factors, combined with research and opportunity awareness, are rich sources of insight and information to develop your career plan. This involves identifying realistic career options and goals, including potential obstacles and strategies to overcome them, and corresponding action plans.

Your career can and should consist of choices, not chances. It is your career. You owe it to yourself to make the most of it, so start planning today. ●

The six immutable laws of digital marketing

Note: Because of the size of the six graphics that accompany this article, they have been placed on separate pages at the end of the article, with links to and from them.

Although the idea of immutable laws of marketing is not new and is explored in detail by Al Ries and Jack Trout in their book [The 22 Immutable Laws of Marketing](#), a quick search on Google reveals little in the way of the possible existence of immutable laws in digital marketing.

Given that digital marketing is so accountable and generates substantial amounts of data, there would seem to be a particularly good opportunity to use basic statistical and mathematical techniques to develop models that help to explain the variations digital marketers see in their observed events and data.

Perhaps it is these models that we could consider to be the laws, rather like other notable laws such as [Moore's Law](#), which deals with the density of semiconductor circuits.

A law that is less familiar to most, but potentially more relevant to digital marketing, is [Zipf's Law](#). Derived from linguistics, Zipf's law has relevance for search engine campaigns and online shopping web sites. This is discussed more fully in an interesting article by Dave Chaffey.

The essence of the application of the law in search engine marketing is that customers start their search broad and then get increasingly specific as they narrow their search. A good example is a web searching or online shopping session that starts with 'gifts', then selects 'birthday gifts', and finally 'birthday gifts men'.

So there are at least one or maybe two laws that have relevance to digital marketers — but that just doesn't seem enough. I propose that there are six other possible laws of digital marketing. These I have characterised as:

1. The Slow Build.
2. The Spike.
3. The Ceiling.
4. The Exponential Growth.
5. The Gestation Period.
6. The Straight Line.

I have included in the following explanations visual representations of statistical analyses of real data. Where relevant a mathematical model, including formula and R-squared value, is shown to indicate how well each model explains the variations in the observed data.

Law 1: The Slow Build ([go to Figure 1](#))

When we think of Christmas shopping, we think of the Christmas shopping rush. Online, however, [Figure 1](#) shows the trend in click rates on shopping-related search terms in the days before Christmas.

What is evident is what I call 'The Slow Build Law of Digital Marketing' — versus the mad rush! Sure, there is a bit of swing because of normal intra-week variations, but the law is explained well by the mathematical model.

The slow build effect is also seen in other seasonal trends such as the school holidays. As the recent July school holidays

By Tim Martin AMAMI
managing director
Interdigital Pty Ltd

Email: tim@interdigital.com.au
Web: www.interdigital.com.au



progressed, there was a slow build of searches for 'what's on melbourne', presumably from parents with school-aged children.

The positive thing about the law of slow builds is that marketers have time to take advantage of a trend, which typically lasts for a period of weeks, unlike the spike, which as we will see is almost over before it has begun.

Law 2: The Spike ([go to Figure 2](#))

The spike is the most transient of digital marketing effects and lasts for no more than a few hours. During this time a sudden rush of visitors descend on a web site, rather like opening the doors at the Myer stocktake sale.

Although there is a positive side in achieving a large increase in visitors to a web site, a rush can cause a headache for IT departments and server load capacities as well as for customers themselves.

Many of us have experienced the 'server unavailable' message when tickets go on sale after special promotions are released through advertising in main media.

The spike shown in [Figure 2](#) is the website response to the promotion of a competition during a segment on Channel 7's *Sunrise* program.

This particular spike generated a more than 800% increase in average visitations at its peak. However, visitation dropped off as quickly as it grew and the residual level of visitation returned to almost normal levels.

Spikes can be expensive to generate as they require an investment in main media vehicles, typically TV or radio, although sometimes the same effect can be seen as a result of some heavy internet media advertising or a good piece of viral marketing.

Law 3: The Ceiling ([go to Figure 3](#))

'The Ceiling Law of Digital Marketing' states that if you email your database you will never get 100% of customers opening their emails — even months or years later. In this example (see [Figure 3](#)), a client purchased a sponsorship of an email newsletter on the Fairfax Digital network. The curve represents the 'opening' of the emails in the days after the email was broadcast.

With around 50% opening their emails within a day of broadcast, digital marketers have delivered their message to the bulk of the target audience within a couple of days.

With the very long tail, you should also work on the assumption that the ads may still be unread and in a

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customer's inbox in 365 days' time, thus the promotion may be well and truly past its use-by date — if it gets opened at all.

Figure 3 shows the cumulative proportion of emails opened by subscribers each day after the email was broadcast. Interestingly, we would see a similar phenomenon (commonly called an audience reach curve) in mainstream media, particularly where audience reach and ratings points are concerned.

In principle, it is relatively efficient to achieve 50% to 70% audience reach quickly, but practically impossible and prohibitively expensive to achieve 100%.

Law 4: The Exponential Growth (go to Fig 4)

You might intuitively conclude that the growth of the number of broadband connections in Australia might resemble Moore's Law, driven by ever-faster computer chip speeds.

Upon closer examination of the number of broadband connections reported in the ACCC's [Snapshot of Broadband Deployment](#), the 'Exponential Growth Law of Digital Marketing' offers a better explanation, as shown in Figure 4.

With the model explaining 98% of variation, the only other time I have seen a curve like this was in high school biology while studying the rate at which bacteria grew!

The exponential growth law is really about market diffusion, of enabling internet services that enable digital consumers to consume and digital marketers to advertise. As we have heard many times, advertising dollars follow eyeballs or, in this case, connections.

Law 5: The Gestation Period (go to Figure 5)

'The Gestation Period Law of Digital Marketing' is simply the time (measured in days) between the first web site visit by a prospective customer and that customer making an online purchase.

Based on an analysis of first visit and purchase intervals for customers purchasing a consumer telecommunications service online, up to 63% of customers who purchased did so within the first 24 hours of visiting the web site. The remaining 40% purchased the product sometimes one plus days later, as shown in Figure 5.

Therefore, even though you may stop your digital marketing efforts at a certain point in time, the momentum will continue to deliver sales for some time beyond! I guess the trick is not to stop marketing.

Law 6: The Straight Line (go to Figure 6)

It is somewhat fitting that 'The Straight Line Law of Digital Marketing' is the simplest yet most profitable (see Figure 6). This law is a characteristic of the online medium owned by the largest media company on the planet — Google.

Although the Google bidding formula takes into account both click rate and bid price in calculating a ranking, my own analysis of real campaign data is that over the long term bid price appears as the key driver of listing position.

This occurs because the long-term average click rate is almost a constant somewhere between 2% and 4%, depending on your product/service (even taking into account seasonal variations such as I discussed earlier).

Based on real data for 'broadband'-related search terms, paying 10 cents per click will get you somewhere between positions 4-5, while paying 35 times more (i.e. \$3.50) will get you into number 1 spot.

What needs to be weighed up at this point is whether the rank 1 spot will return the highest level of sales. Based on research from [ATLASDMT](#), it appears that the lower the rank (i.e. higher the position), the better the sales conversion rate.

The other interesting point about this law is that the left-to-right slope of the line will get less steep if advertisers increase their bid price to maintain control of the number 1 ranking. In other words, this law also forecasts increased per-click revenue for Google!

Conclusion

This is not a formal lesson in statistics or mathematics, as I am neither a teacher nor an expert in statistics. What is interesting from my perspective is that with the help of some simple statistical models, digital marketers can characterise digital marketing activities using readily available data.

Hopefully, in the process, you can gain a better understanding of some common digital marketing response curves and naturally occurring market dynamics that will hold true time and time again.

The six immutable laws may be of assistance in anticipating the sort of visitation, exposure and purchase trends you wish to generate with your digital marketing and media activities.

So to the creators of the Big Ad, www.bigad.com.au, which of the six laws of digital marketing did you anticipate? Was it the spike or, as it should be more appropriately named, the Burp? ●

Digital MARKETING

These graphics accompany Tim Martin's article, 'The six immutable laws of digital marketing'

Figure 1: Click rates on shopping-related internet search terms on the Google search engine in the lead-up to Christmas 2004. Source: Campaign Data. ([back to Law 1](#))

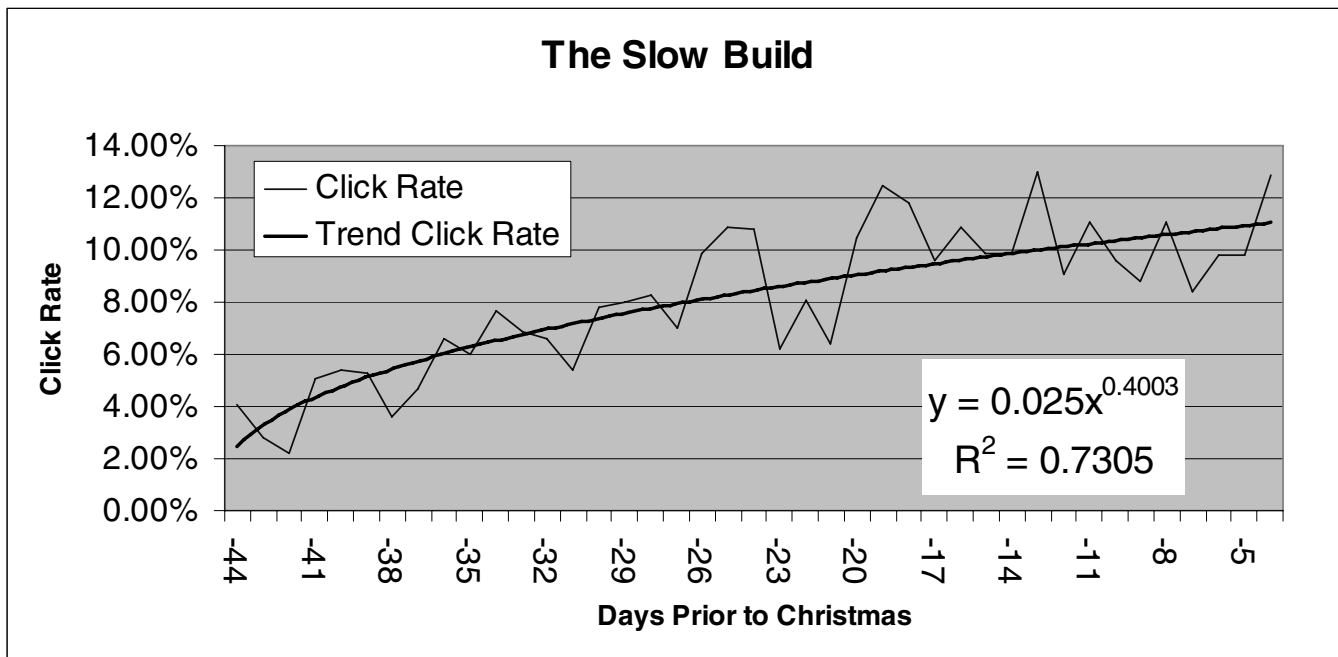
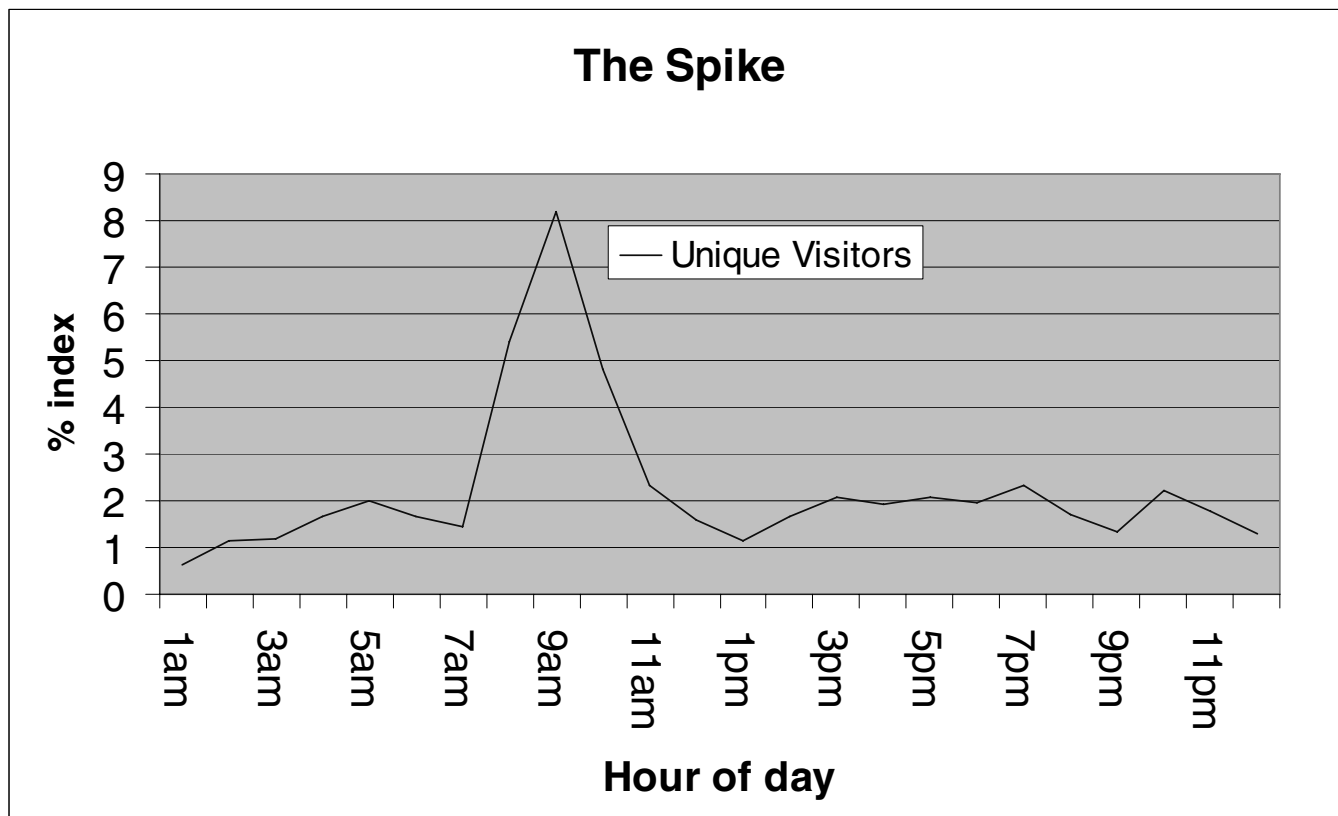


Figure 2: Unique visitors to advertiser web site immediately prior, during and after in-program advertorial segment on Channel 7 Sunrise program. ([back to Law 2](#))



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Figure 3: Cumulative proportion of total possible versus actual impressions delivered by an email newsletter. (back to Law 3)

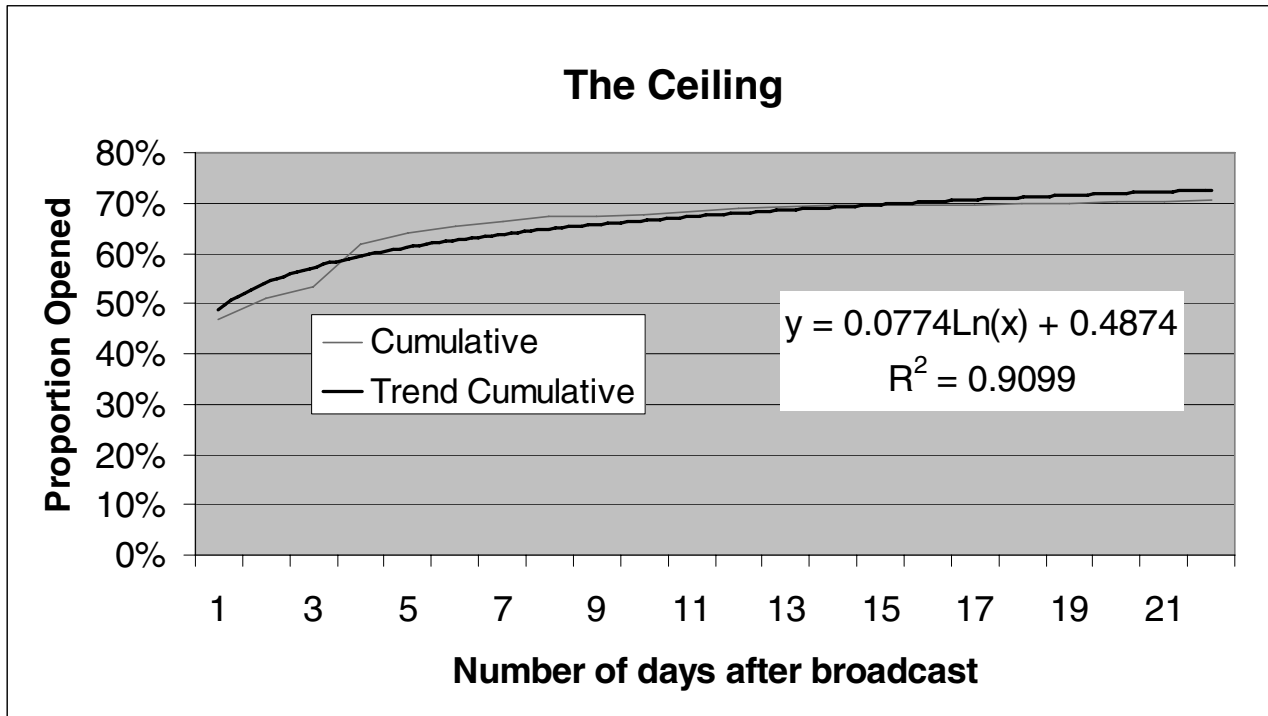
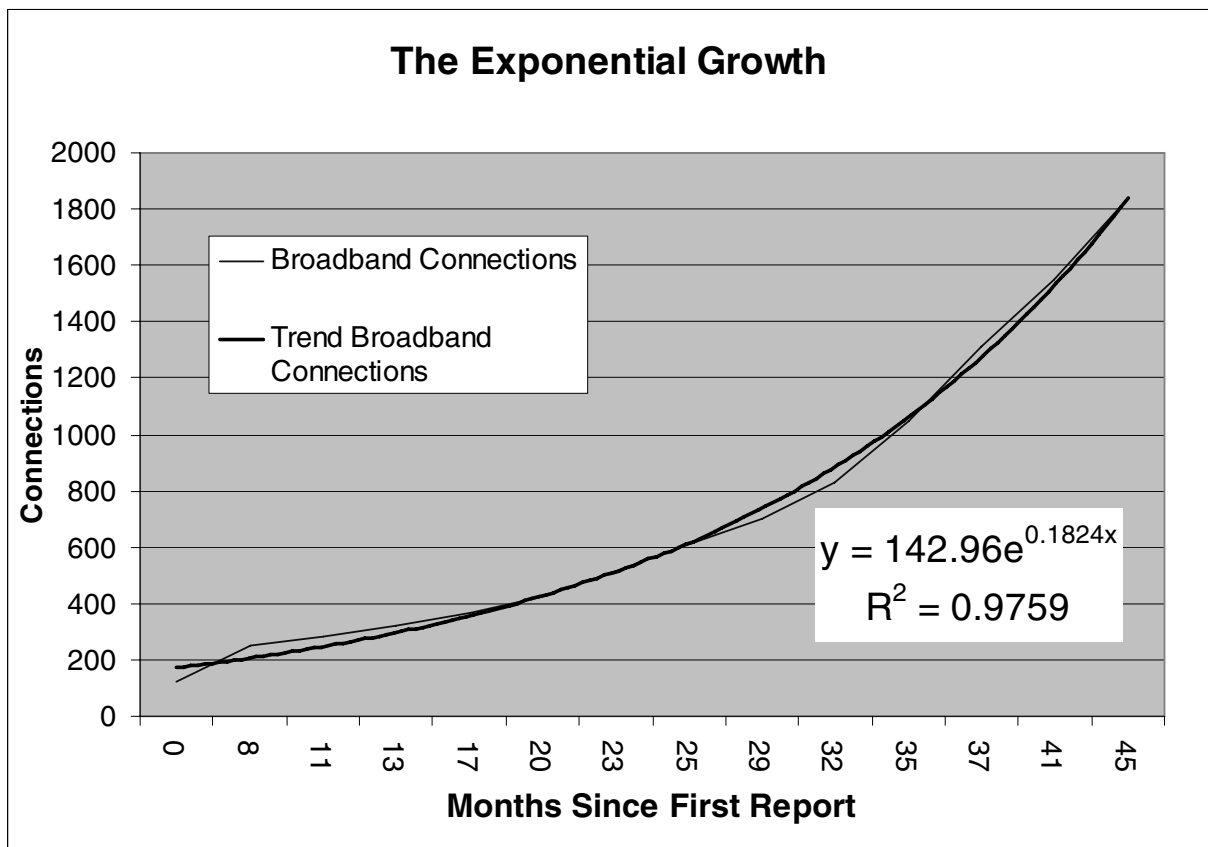


Figure 4: The growth of broadband connections as reported by the ACCC 'Snapshot of Broadband Deployment' reports, 2002-05. (back to Law 4)



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Figure 5: First visit to sale gestation period in days for online purchase of a consumer telecommunications service. ([back to Law 5](#))

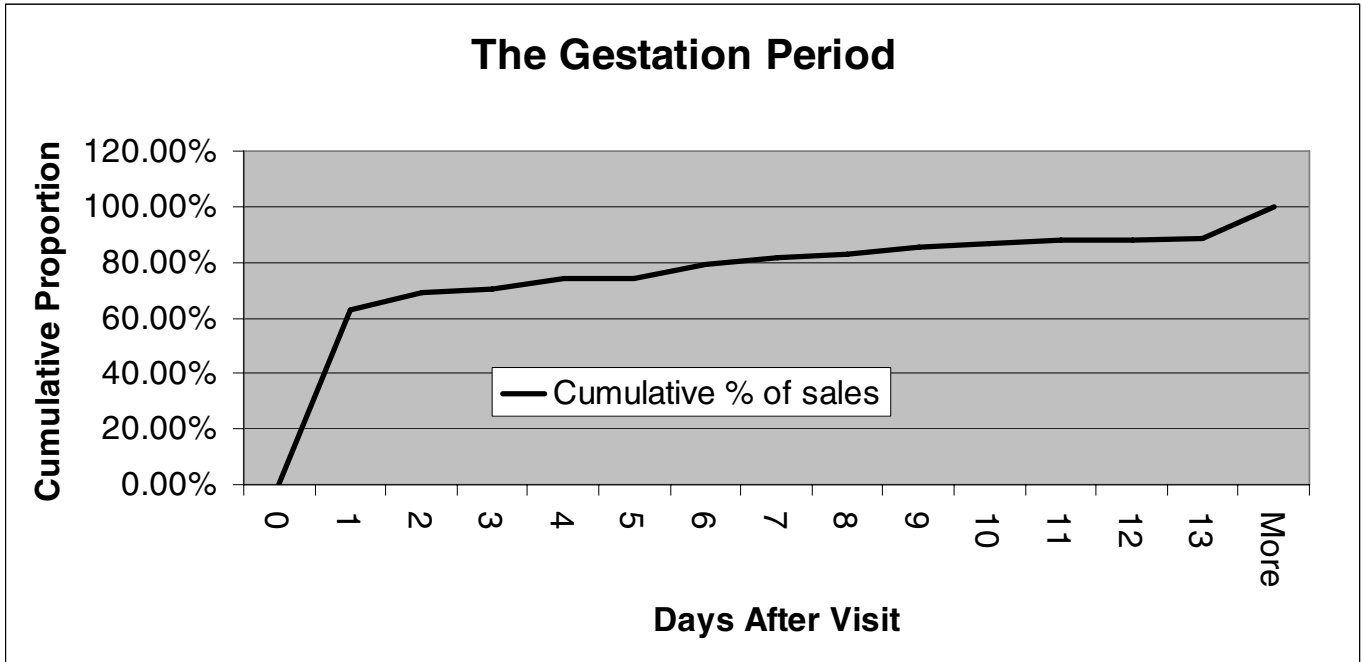
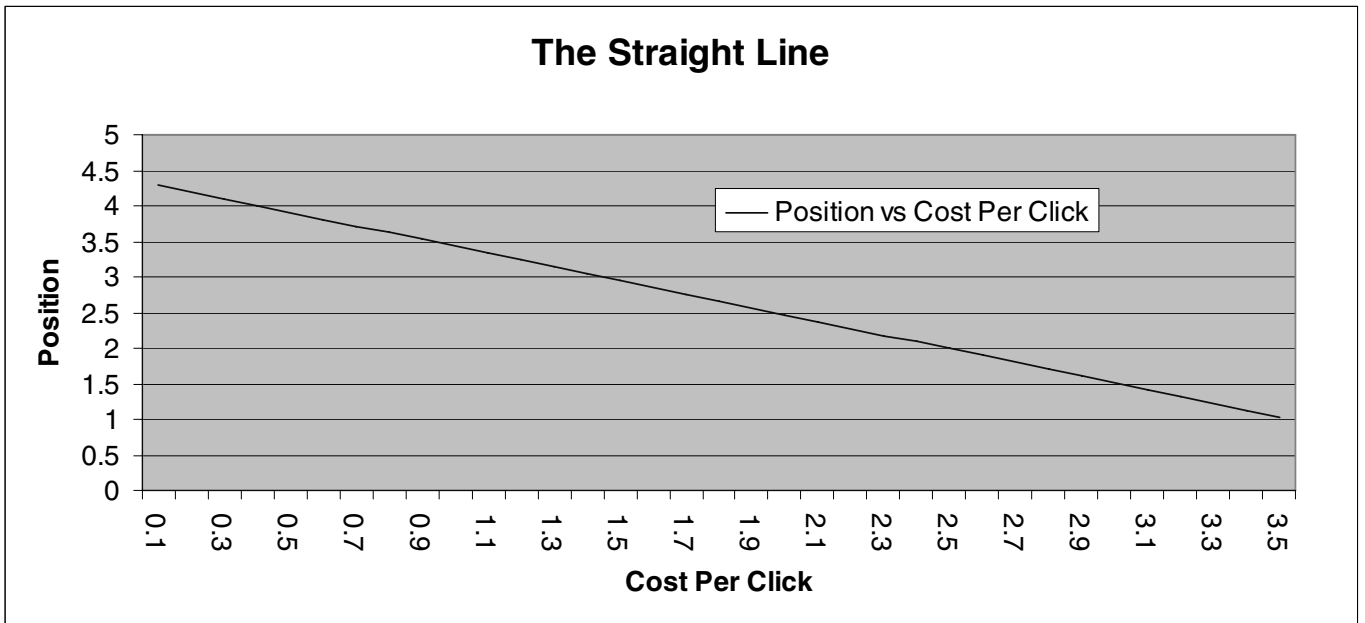


Figure 6: Cost per click versus Google ad position with click rate long term average of 4.0%. ([back to Law 6](#))



The importance of strategic communications

By Thomas Murrell

Too many CEOs, mid-level managers and executives seem to believe that corporate communications is all about schmoozing with people at a networking function. Nothing could be further from the truth. Public relations (PR) – or media relations or strategic communications – is an essential management function critical to the success of any organisation.

Successfully implemented, strategic communications activities can add thousands of dollars in value to an organisation for minimal cost. My definition of strategic communications is:

the development, nurturing and strengthening of relationships with stakeholders that add value to an organisation and help it achieve its organisational goals.

That value can be measured by shareholder value, human capital, customer service, market share or brand awareness. My definition is broad because strategic communications encompasses a wide range of functions. My premise is that responsibility should be shared throughout an organisation, from the mailroom floor to the CEO's door!

However, for marketers, PR is not a stand-alone function. It is one of the options that can be included in the broader marketing mix or marketing communications and should be integrated into the marketing plan.

There is potential for synergy between PR and other marketing elements, but it is important to understand the key differences between PR and other marketing activities, such as advertising (see Table 1).

The main difference is that PR, especially media relations through editorial coverage, brings credibility and third-party endorsement. It is cost effective but time consuming, and you lose control of the message because you are working through a third party, in this case the media.

Strategic communications

Management, especially top-level management, drives the development of a culture that adds value to an organisation through a range of strategic communication activities. Virgin Blue, the most successful start-up in aviation history, is a classic example of how a multi-billion-dollar company was built from scratch using PR as a driver of sales, brand

Table 1: The differences and similarities between PR and advertising.

| | Advertising | PR |
|-----------------|-------------|--------|
| Message control | Total | None |
| Cost | High | Medium |
| Cost/time | Low-medium | High |
| Credibility | Low-medium | High |

Source: T. Eiler, *Measuring results in uncertain times: using measurement to support strategy and execution*. 2003. Published by Delahaye.

URL: <http://www.delahaye.com>

Thomas Murrell is an international business speaker, author, and managing director of 8M Media & Communications. His latest book is 'Understanding Influence For Leaders At All Levels' (McGraw-Hill, 2005).



Email: tom@8mmedia.com

Web: www.8mmedia.com

recognition and access to the marketplace.

Organisations can develop a corporate culture where the relationship with external stakeholders, such as the media, is built on trust and high levels of information rather than secrecy.

The PR ladder of corporate culture

My experience has shown there is a 'ladder' upon which most organisations sit in their approaches to PR (see Figure 1).

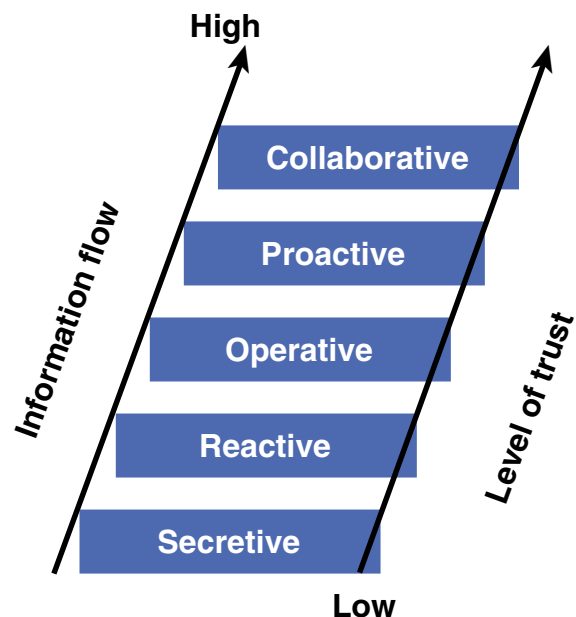
At the lowest or **secretive** rung, the corporate culture is one of 'who cares, as long as we're not caught and no one finds out what we're doing'.

At the second or **reactive** rung, the organisation does a lot only when an issue is raised and it becomes a crisis.

At the third or **operative** rung, PR and media relations are based on systems rather than deep and meaningful relationships and are often driven by policies, procedures, rules and regulations. This quote from a corporate policy manual sums up the situation: "The Media Policy was

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Figure 1: Rungs to Riches: How PR adds millions in value to an organisation.



Public RELATIONS

The importance of strategic communications

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developed in response to Audit Report 226 – Public Relations Management”.

At the fourth or **proactive** rung, an organisation is continually working on its relationships in a proactive way and always looking to strengthen them.

The top rung, **collaborative**, is where the culture is defined as ‘this is how we do business around here’. This is driven by the values and leadership qualities of both management and individuals and there are deep relationships with all stakeholders, including the media.

Critical success factors

There are three critical success factors for a management that wants to go from being media shy to media savvy:

1. Promote a sense of responsibility at all levels. Remember, every member of the organisation is responsible for PR and adding value to enrich relationships with stakeholders.

2. Involvement and co-operation from all levels of an organisation.

3. Develop a learning culture, where an organisation values being across the latest trends, encourages best practice, and actively eliminates undesirable behaviour and actions that have an impact on the quality of relationships with stakeholders.

Strategic communications checklist

Here is a checklist to ensure that an organisation builds strong relationships with stakeholders that add value.

- 1.** Are our vision and values aligned to this goal?
- 2.** Do we have a clear policy on how we develop, nurture and build stakeholder relationships?
- 3.** Do we have visible management commitment to this goal?
- 4.** Do we have adequate and appropriate resources and support, such as media training for all key executives?
- 5.** Do we have robust processes and systems in place, especially during a crisis or emergency?
- 6.** Do we have effective communication and partnering with our stakeholders? ●

Online SURVEY

Help needed for original PhD research – Western versus Chinese new product development

Peter Sinclair, an AMI fellow and PhD candidate at the University of Technology Sydney, is seeking new product developers to participate in an online survey as part of his study to develop new research axioms for domestic and international marketers. New product developers are invited to participate in a global survey looking at the influence of cultural antecedents in new product development. Mirror surveys will be conducted in the United States, China and Hong Kong.

The findings should strongly benefit new product development portfolio management, helping marketers better situate new product development activities. The findings, which will be made available to participants, will be practical and significant, and will be followed-up by cultural profiling in many countries.

With this new knowledge, it is hoped that product developers will be better placed to make sound, profitable decisions and avoid risk. Finally, Sinclair hopes his new research will be better tethered theoretically to societal histographies and knowledge management processes than the

well-known but dated Hofstede cultural dimensions now used by marketers.

Sinclair believes that AMI membership involvement will ensure that the Australian environment is captured in this international project.

The University of Technology Sydney will maintain a quality assurance overview of the survey, as it requires the approval of the UTS Dissertation Committee. An ethics committee will also vet all content.

Sinclair said: “I am very keen to get responses from about 200 Australian new product developers. Otherwise, years of hard work will be placed in jeopardy. So, please, help me help you.”

The survey will take 20-30 minutes to complete. It can be accessed at:

<http://www.e-evaluate-it.com/survey/33655933/>

If you know of any other new product developers who would be suitable for this survey, please forward them the survey link.

Master the Media to Attract your Ideal Clients

– A personal marketing system for financial professionals

By Derrick Kinney. Published by John Wiley, New Jersey, USA, 2004. 250 pages. RRP \$82.95 (hc). ISBN 0 471 48256 0.

Reviewed by BOB CRAWSHAW AMAMI

American Darren Kinney has done something quite different. Instead of writing a marketing manual for a broad readership, he has aimed *Master the Media to Attract Your Ideal Clients* exclusively at financial advisers, stockbrokers, accountants and insurance professionals.

For many years Kinney has featured as a financial guru in the media in his home state of Texas. Over time, his newspaper and television appearances have established his credentials. They have also encouraged readers and viewers, who already feel they know him, to become clients in his financial planning practice.

The book's premise is simple. When it comes to money, people want to work with financial professionals they know and respect. One sure-fire way to achieve this recognition and credibility is to consistently appear in the media.

His book is a how-to guide to

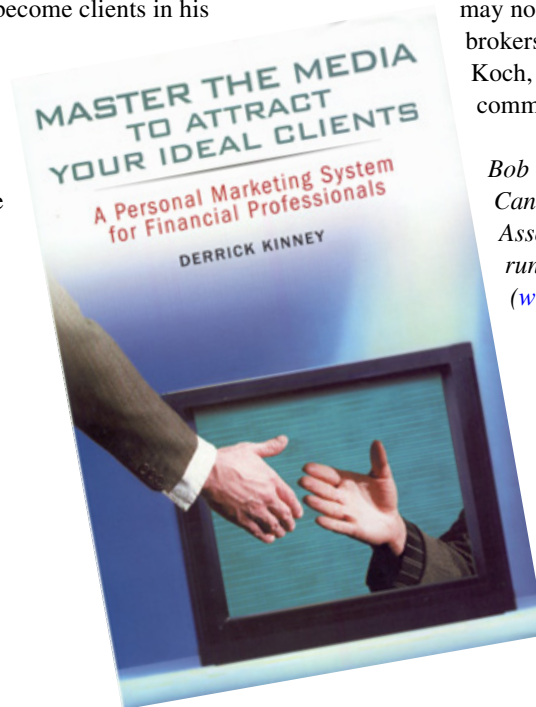
getting and then staying in the media spotlight. It shares insights and tips on identifying the right journalists to talk to, pitching finance stories and becoming the person editors and producers turn to for expert commentary on national and international finance news.

The book covers media releases, scripting guest spots for local talk shows and writing guest or regular financial columns in newspapers and magazines. It contains numerous easy-to-use templates, checklists and scripts and, although written for a US audience, Australian financial professionals could readily adapt them.

But what happens after your accountant becomes a media darling? In the second half of the book, Kinney shows how to use this celebrity status to write more business. Again his advice is detailed, right down to suggesting what the receptionist should say when people who have seen you on television call the office.

Master the Media to Attract Your Ideal Clients may not turn local accountants or insurance brokers into the next Paul Clitheroe or David Koch, but can help them become trusted communicators in their community.

Bob Crawshaw is the president of the Canberra chapter of the International Association of Business Communicators and runs Maine Street Marketing (www.mainestreet.com.au)



Guerrilla Marketing for Consultants – Breakthrough tactics for winning profitable clients

By Jay Conrad Levinson and Michael W. McLaughlin.
Published by John Wiley and Sons Inc, New Jersey,
USA, 2005. 294 pages (pb). RRP \$32.95.
ISBN 0 471 61873 X.

Reviewed by BOB CRAWSHAW AMAMI

Don't be fooled. *Guerrilla Marketing for Consultants* is not for zoologists working with large apes. Jay Conrad Levinson and fellow American Michael McLaughlin have combined marketing and management backgrounds to write a 'how to' book to help professional service providers build their business. The book is intended for those supplying consultancy services: people like IT specialists, management types, lawyers, medicos, and a range of other professionals.

It seems that everywhere you look, there are consultants helping someone to do something. "Bring in the consultants" is a common cry when government agencies and businesses face tough decisions or have to change what they do.

While the work may be there for consultants, winning it is often a different matter. Firms at the top end of town may have the marble foyers, more black suits and be better known, but smaller consultancies can often match brain power and experience to deliver comparable results at a fraction of the cost.

But to win business, these one- and two-person outfits have to stand out from the pack. Who better to provide marketing advice than Jay Conrad Levinson, the man who started the guerrilla marketing movement more than 20 years ago.

Levinson coined the catchy phrase 'guerrilla marketing' with his first book in 1983. Since then he has become its high priest through numerous books, articles

and speaking appearances. His concept is simple. Consistently use creative, low-budget marketing techniques and deliver outrageously good service and you will always beat bigger competitors who are slow to adapt to change.

In *Guerrilla Marketing for Consultants*, Levinson and McLaughlin explain why clients buy consultancy services and how to overcome the cynicism the word "consultant" often inspires. They preach on the need to develop relationships with clients rather than just do their projects, and cover in detail low-cost ideas to help create a profitable practice.

You would expect the book to include the usual marketing issues: market research, planning, direct mail, using the media to gain profile, and online strategies. The book provides fresh insights into these well-trodden areas and also explains how to set prices, win business by beating out incumbent consultants, and when to submit proposals (the answer: don't submit proposals unless you absolutely have to).

I particularly enjoyed reading about strategies you rarely see Australian consultants use. Few independent professionals produce short, sharp white papers on topical industry issues to demonstrate their thought leadership. By thinking outside the box, smaller firms can grab attention by commissioning surveys that forecast industry trends.

This book provides straightforward, well thought advice. It is an easy read and would be a good addition to the bookshelves of people starting their first consultancy and those with well-established businesses.

Bob Crawshaw runs Maine Street Marketing and regularly uses guerrilla marketing tactics for his clients.

Email: bobcraw@webone.com.au
Web: www.mainestreet.com.au

