



**FINAL REMINDER: AMI National Conference and Awards, 11-13 October, Melbourne.**

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## Music and science rate high in 'toughest' jobs

Last month I wrote about the Australian automotive market and the real marketing challenges in some segments. I suggested that readers might like to tell us about other marketing situations that are full of challenge, and I'm pleased to say that Anne Lawrence, of Ensis, has responded with a pretty powerful example in a business-to-business marketing environment. You can read all about it in her article in this issue ([go to article](#)).

But wait! There's more!

I have written about the music industry in the past couple of years as the trials and tribulations caused by Napster, Kazaa and other peer-to-peer downloading sites have made legitimate marketing very difficult. Notwithstanding the success of legal download sites such as i-Tunes, illegal downloading still swamps them, with some industry analysts estimating there are 40 illegal downloads for every one that is paid for. OK, both Napster and Kazaa are being transformed into legal sites, but that's a drop in the ocean.

So if you were a music marketing executive, what would be your next move? Keep fighting piracy? Work with the legal sites and try to sell tracks that way? Maybe, but a lot of people were taken aback when, on 29 August, Universal Music Group (UMG), the largest music marketer in the world with a more than 25% market share, abruptly announced it was going to make its whole catalogue available to download free through a website called SpiralFrog.

### Free – with ads plus a catch

The aim would be to generate revenue through advertising, some of which would be paid to UMG and all its stakeholders in the music (artists, producers, writers, etc). The key market(s) targeted will be 14-34 year-olds.

Within hours, two divergent themes were sloshing around news websites.

First, why would the kids bother if they have to watch/listen to ads? Another reason the heavy downloaders might not be interested is the argument that they tend favour independent bands and artists on small labels.

**By Roger James FAMI CPM**  
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But, second, hey, if you can deliver 14-34 year-old eyes and ears, you have a marketing bonanza, given that many people in these age groups are among the hardest to reach by conventional communication channels.

So will it be a bonanza or a bust? As the details started to emerge the proposition became a little more complicated. Users would be required to register and re-register every month; there would digital rights management attached to each track and re-registration would be required to keep it current.

Then it emerged that tracks would have a finite life – six months. And a little later, the kicker, downloaders would have to sit through – listen to/watch – 90 seconds of advertising before each and every track was sent down the line. A spokesperson for UMG was quoted as saying that the downloaded tracks would not include any ads, would be the highest download quality and guaranteed free from spyware, adware and viruses.

A later report had it that “about half” the UMG catalogue would be available. By the time you read this, who knows what will be the situation? But succeed or fail, it's a very interesting response to a tough marketing situation as the music industry searches for a new business model.

The early reports announced that the service would start for United States and Canada residents in December; at the time of writing, there was no announcement when it might extend to other countries. ●

## Prize winners share their success stories

Among the many outstanding presenters at the AMI's National Conference in Melbourne on 11-12 October will be the 2005 winners of the Institute's two top prizes: the Sir Charles McGrath Award for significant contribution to marketing, and Marketing Program of the Year.

**Trevor Amery**, the chairman of Subaru Australia and Sir Charles McGrath Award winner, will present the first keynote address of the conference. Amery was responsible for the rejuvenation of Subaru in Australia, which in 1995 came within 12 hours of closing its doors.

The crisis brought new clarity and focus to the company and "a plan that was so outrageous we could only deliver a chapter at a time", Amery said. Between 1995 and 2005, that plan delivered a sales rise from 8000 cars a year to more than 35,000. Australia is now Subaru's third biggest market worldwide and has the biggest market share of any major Subaru market.

Amery joined Subaru in 1990 as national sales and marketing manager, responsible for developing the Subaru brand and building sales in Australia. In 1991 he was appointed general manager, Subaru Australia, becoming managing director in 1992. He spent the next eight years in this role, where he worked with the team that built Subaru in Australia and New Zealand. Following the exponential growth of the company during this time, he was appointed chief executive of Inchcape Motors Australasia in 2000. He is now chairman of Inchcape Motors Australasia and Subaru Australia.

**Sunny Queen Farms**, a Queensland egg distributor and marketer, scooped the branding category, the commercial industry sector category, plus the top prize of Marketing Program of the Year in the 2005 AMI National Awards for Marketing Excellence.

The company's chief executive, John O'Hara, returns to the 2006 conference to share the great story of its winning campaign, 'Crack a Sunny Queen Smile'. O'Hara will tell how Sunny Queen successfully tackled the issue of standing out in a commodity item food market with only a modest budget.

**Tim Ambler**, a Senior Fellow at London School of Business, is an expert in the field of marketing metrics, a hot topic in the marketing field and the subject of much research by the AMI in its Marketing Metrics Project. (A first version of the new Marketing Metrics Toolkit will be demonstrated on day one of the conference by AMI national president Roger James and Professor John Roberts.)

Ambler, who is coming all the way from England to be a keynote presenter, will deliver two addresses:

- 'Marketing Finance: Can Marketing Performance be Measured Financially?' (day 1)
- 'Obesity and Advertising: Does Advertising Influence Childhood Obesity?' (day 2).

Ambler's main research covers dynamic marketing

### FEATURED SPEAKERS



*John O'Hara*



*Belinda Yabsley*



*Tim Ambler*



*Trevor Amery*

capabilities, how advertising works, and the evaluation of marketing performance. He is also researching narrative disclosures in company annual reports as well as regulation and deregulation by the EU and UK governments. He is a Fellow of the Institute of Chartered Accountants in England and Wales and previously joint managing director of International Distillers and Vintners, now part of Diageo plc.

Ambler will also deliver an exciting additional event – a masterclass for senior marketing practitioners entitled 'You don't get rich by making money'. This event, to be held on Friday 13 October, will address issues that are central to finding and harvesting cash flow – marketing itself. Attendance at this masterclass can be included in your conference package or booked independently.

The 2006 conference program features many other high-profile speakers — all successful marketers and business people. These include:

- **John O'Neill** AO, chief executive of the Football Federation Australia, on 'Football in Australia: What Lies Ahead?'
- **Belinda Yabsley**, general manager, Mercedes-Benz of Sydney (Airport Express) on 'Who do Mercedes-Benz drivers think they are?'
- **Harold Mitchell** AO, chairman of Mitchell & Partners, on 'The Future of Media Buying in Australia'. ●

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# Strong brands drive financial performance

By Paula Ruzek, editor, *Marketing Update*



The AMI's 2006 webinar series is sponsored  
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The special guest presenter of the Australian Marketing Institute's August webinar, the chief strategy officer of Interbrand in New York, Gary Singer, tackled one of marketing's most compelling issues – measuring and building brand strength.

Singer was able to take part in the webinar from the United States using the Internet-based technology provided to the AMI by series sponsor Premiere Global Services.

Singer began by addressing the central question in the brand debate: do brands really matter in the creation of economic wealth? Singer pointed to how intangibles now dominate corporate value. In 1978, 95% of the Dow Jones industrial market capitalisation was accounted for by tangible assets (plant and equipment, etc). By 2004, this had fallen to just 28%, with the majority of value now residing in intangibles.

Using the top 100 brands in Interbrand's annual global brand study as a type of mutual fund, Singer compared the returns of investing in branding's top 100 as compared with the S&P 500 and the MSCI index. The result was a clearly superior return from investing in the top 100 brands.

"There are a couple of explanations for this," Singer said. "One is that strong brands actually drive financial performance. Another is that well-run companies happen to have strong brands."

Two US professors, one from Harvard and the other from the University of South Carolina, then looked at the performance data in a different way. They confirmed the superior return of the top 100 brand companies, but they also looked at risk as measured by beta.

"The theory of the market is that the higher the risk or the higher the beta, the stronger the returns you should expect; therefore, you should be compensated when you're investing in something that's quite risky," Singer said.

"What they found is that the strong global brands have a lower beta or a lower risk than does the market as a whole. That suggests that strong brands not only outperform weaker brands, but act as a risk mitigator and provide good performance at a lower level of risk."

## Effective brand management

Singer advocated that all marketing activity should be measured. "Don't do something unless you actually plan on measuring it," he said.

"So if you don't do it unless you measure it, don't measure it unless it does one of two things: either makes you money or saves you money, or ideally does both. Marketing should play by the same rules as everybody else.

"Historically, marketing may not have been given the same level of respect by CEOs and CFOs. We feel the way to achieve that is by measuring what you do and only proceeding

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\* Introductory offer not available to existing clients of Premiere Global Services.

## REPLAY THIS WEBINAR

A recording of this webinar can be downloaded to your personal computer for viewing using Windows Media Player or a similar program. To access the download site, copy and paste this link to your browser:

[http://www.ami.org.au/amimu/0609Sept/0609\\_brands\\_webinar.htm](http://www.ami.org.au/amimu/0609Sept/0609_brands_webinar.htm)

with the things you are planning if it's going to drive the creation of wealth – the making or saving of money," Singer said.

He also strongly recommended measurement be tied to specific outcomes, and that the only outcomes that mattered were those that drove behaviour.

"A lot of marketing measurement is about things like attitudes and attributes, but it's very hard to make money on a changed attitude," Singer said. "Where you make money is by getting somebody to do something a little bit differently than they did before, whether it's to get a current user to be more loyal and continue to use you or to extend your relationship with current users so that they are buying more from you or to even get new users to use you.

"Use the rigour of making sure your measurement is about behaviours and that you only use attitudes in as much as they inform or predict what impact it is going to have on a behaviour.

"It takes a while to actually change a behaviour, and therefore there are statistical tools available that can isolate what are the attributes or the attitudes that are going to be predictive of changed behaviour."

Singer used as an example a retailer that was able to correlate the attitudes it was getting from its continuous

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tracking with the daily cash register reads at its stores. It found that a willingness to recommend the store to a friend was highly predictive of people's actual purchasing behaviour.

Measurement should also offer advice, Singer said. It should not just tell whether something was working or not, but also provide information on how the thing being measured could be made better, leading to continuous improvement in the effectiveness of marketing activities.

Finally, Singer said, don't measure it unless you are going to do something with the results. "The only thing that really matters is that it is going to help drive decisions, that the information that's being collected is going to be attended to by the folks who are really driving the organisation and is going to help them actually make those decisions smarter."

### How Interbrand measures brand value

Interbrand, as far as it can tell, invented brand valuation and was the first company to use the term more than 20 years ago. Since then, it has done more than 5000 brand valuations around the world.

Singer said the company's definition of brand value was simple and specific: the present and future revenue specifically driven by the inclusion of a brand. For example, if you had two cans of brown sugar water and one is called Coke and the other is called Fred, what will be the difference in present and future sales just because of the brand?

Interbrand includes three components in its measurement of brand value.

- **A financial analysis** that looks at all of a company's revenue, then segregates from that revenue that which can be attributed to a specific brand. For Coca-Cola, it would be revenue directly resulting from the products that are branded Coke, such as Coca-Cola, Diet Coke, Coke Zero, etc. (Brand value should not be equated with overall company value.) An EVA (economic value added) is calculated, which is essentially the intangible earnings of the current balance sheet. The brand value is a subset of the EVA.

- **Role of brand**, expressed as a percentage from 0-100. Of those intangible earnings, what can be attributed to the brand itself? This can be somewhat industry specific; for example, in cosmetics and softdrinks the brand is the primary driver of value and the percentage will be in the 80s or 90s, whereas in industrial products it might only contribute 10-30%.

- **Brand strength analysis.** Brands also affect future earnings, and stronger brands should provide an 'insurance policy' that makes future earnings less volatile than they would be if you had a weak brand. Brand strength analysis basically asks what the discount rate of premium is on the bond rate based on the strength of a brand. Strong brands will have minimal incremental discount, weaker brands will have significant discounts.

Interbrand distils these components into a single number that it calls the brand valuation.

Singer then conducted some polls among the webinar participants based on the results of the 2006 Interbrand top 100 brands study.

1. Which brand entered the top 10 this year? Was it American Express, Citi Group, Hewlett Packard or Mercedes Benz? (Answer: Mercedes Benz, up from 11 to 10.)

2. What was the fastest growing brand? Was it eBay, Google, Starbucks or Yahoo? (Answer: Google, which was selected by 69% of webinar participants. It grew 46%.)

3. Which brand lost the most value in 2006? Was it Ford, Gap, Intel or Kodak? (Answer: Gap, which was selected by only 6% of participants. It lost 22% of its brand value.)

### Interbrand's list of the world's top 10 most valuable brands in 2006 is:

Rank	Brand (2005 rank)	2006 brand value \$b	Change in brand value
1	Coca-Cola (1)	67.0	-1%
2	Microsoft (2)	56.93	-5%
3	IBM (3)	56.20	5%
4	GE (4)	48.91	4%
5	Intel (5)	32.32	-9%
6	Nokia (6)	30.13	14%
7	Toyota (9)	27.94	13%
8	Disney (7)	27.85	5%
9	McDonalds (8)	27.50	6%
10	Mercedes (11)	21.80	9%

Rankings 1-6 remained the same as in 2005, and the only new entrant was Mercedes Benz at 10. Toyota grew strongly, up from 9 to 7, and the top two, Coca-Cola and Microsoft, lost ground.

The webinar participants then had 20 minutes of excellent question-and-answer with Singer covering topics including:

- Different brand valuation methodologies.
- The key factors that contribute to brand value.
- How much should be spent on brand valuation.
- The effect on luxury brands of the rise of China.
- The relationship between profit and brand valuation.
- How big brands will survive in the future against nimble challengers.
- The role of brand for education institutions.
- The role of brand in service offerings.
- How to convince a sceptical CEO why they should be investing in brand measurement.
- Brand valuation for small and medium business.

The full text of the question and answer session can be heard on the recording of the webinar, which can be downloaded to your computer (see previous page for download instructions). ●

## Tough marketing gigs ... try scientific products and services

So, Roger James thinks that marketers in the motor industry have the toughest job! ([read James's article](#), Marketing Update, August 2006). I would like to seriously challenge him on that, and ask if he has considered the marketing of scientific products and services?

I am the marketing manager for an unincorporated joint venture between Australia's CSIRO and New Zealand's Scion. Our joint venture was created to capture the synergies between two like-minded science agencies, both doing research and development for the Australian and New Zealand forest industries.

My job is primarily to market our professional services and products to the forest, wood and paper industries (and you can throw in a few environmental agencies for good measure).

We have been concentrating on creating a new brand that leverages the scientific legacy of both joint venture partners, but also communicates fresher values around our relevance to this sector and our ability to solve problems with quality science.

If for some reason this is sounding easy to you, let me point out the following:

- We are not a purely commercial venture. A good portion of our funding comes from the Federal Government. This presents us with dual roles, one to service the community with quality science and the other to deliver value to cash-paying customers, which naturally creates some tension.
- The joint venture spans a big ditch of water called the Tasman, and I have two teams each with sometimes quite different priorities as dictated by the national interests of the day.
- Launching new products can be challenging, particularly when the product sometimes takes up to 25 years to reach commercialisation stage.
- Services are often hard to market as we are in the

### By Anne Lawrence

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relationship business, and often one or two 'star' scientists will make or break your reputation. Therefore, the internal culture of the joint venture is a significant factor in our branding.

- We are creating a joint venture brand that leverages the scientific legacy of both joint venture partners by anchoring them into the brand. However, add in the challenge of one joint venture partner deciding to rebrand their entire organisation after only nine months into the partnership.

In all seriousness, however, the challenges have been hugely rewarding. It is not often you get the opportunity to apply marketing and branding skills to a very traditional area that is going through such immense change.

So how important is the brand in this environment? I would say very important. If we had not focused on creating a new brand we would not have suffered from confusion during this early stage. However, we would have suffered from the more problematic scenario where clients and staff think nothing has changed, "it's the same old same old".

Perhaps there are tougher gigs out there, but in my opinion scientific products and services beats the motor industry any day! ●

# Leadership beyond the war of words

Recently I saw a very angry marketing executive going head-to-head with a young direct report in one of those goldfish offices that leave little to the imagination.

Although their words were muffled there was little doubt who the boss was, who was in charge of the conversation, and who would have the last word. I wondered if those near and dear to the executive would have been proud to see her management style or how her direct report viewed her skills.

In the marketing profession, the technical mistakes made by our staff are often VERY public. A small, careless error can be viewed by perhaps hundreds of thousands of campaign recipients and waste thousands of dollars. Mistakes can be not only embarrassing but have political and legal ramifications. And subtly but powerfully, errors of execution can unfairly sway research results, public opinion, or social views, because what we do is in the public domain and seen by many. The responsibility to get it right is paramount.

When things go wrong and emotions are raised, how easily we are seduced into having conversations of war, to take the high ground and win at any cost. But are we having the right conversations with those we lead to bring about the best outcomes?

The opposite extreme is the marketing executive who hides his/her growing frustration with a staff member's non-compliance, poor delivery, or skill ineptitude, complaining to everyone but the staff member. This often happens because of the manager's reluctance or inability to deal with the conflict.

As marketing executives, we are also leaders of people. We have a responsibility to find the best outcome for both the organisation and our teams. This outcome is rarely found in conversations of war or games of hide and seek.

When emotions come into play in the workplace it is a sure signpost to stop, take stock, and question what is really going on. It's time to change the conversation. Changing the conversation does not mean avoiding the topic. It simply challenges us to look a little deeper at what is really causing the problem instead of focusing on the content.

## Processes causing the problems

When we look deeper, we may begin to see the processes that are causing the problems that make us so angry. Addressing processes is a very different conversation to a war of words or hide and seek. It becomes a quest for what is causing the problems and understanding the existing rules and regulations that are hindering our staff to do and be the best they can.

How often do we see campaigns go awry because the call centre was uninformed or poorly trained, or the mail house was sent the wrong collateral? How often are advertisements or brochures printed with errors because of poor quality assurance processes? How often are our websites displaying out-of-date information, or we mail deceased clients? Errors will always occur, but more often than not the cause can be

**By Juliette Robertson AFAMI CPM**

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found in our own failure to ensure the processes were created and managed well.

Conversations to understand and improve marketing processes contain constructive questions, not angry incriminations. They invite ideas and feedback, not defensive explanations.

When we look deeper still, and if we have courage, we may begin to see the relationship issues that are causing the problems that make us angry. Acknowledging that we need to address our relationships with team members is a VERY different conversation. It raises questions such as: "I've noticed that you and I don't seem to be speaking the same language these days. Why is that?" And: "I feel you don't respect my judgement the way you used to. Is that so?" And: "I feel that I can't rely on you the way I used to because of your performance lately and that's really disappointing. What's driving that?"

What would it be like for a brand manager who had been evading questions and hiding poor research results to be privately talked to about trust and honesty, rather than being confronted with demands and threats? Or the fast-track, gung ho webmaster who was making web decisions beyond their authority to be spoken to about respect for the judgement and knowledge of others? Or the disinterested marketing assistant to be spoken to about reliability and unused potential?

"Oh too soft" or perhaps "too hard a conversation to have"? "We are not their mothers." True enough. But if we are honest, every one of us knows that the people we would go to the ends of the earth for are not those who lost control of their emotions or hid their truth from us. It was those who took us aside and spoke honestly and directly, one-on-one, about what they really saw, what they felt about us, and invited us to deliver to our higher potential.

In the long run, choosing to have the right conversation will reap the best results for the organisation, our own marketing department, and get the best performance from those we lead. And that's what we really wanted all along. ●

## How many households use a plumber each year?

Most marketers fail to get their tax money's worth out of the Australian Bureau of Statistics (ABS). In my experience over nearly two decades in research, this is because many people are simply unaware of what you can get from the ABS and, in particular, the amazing amount that you can get for free.

In this article, I will use a recent study on plumbers to illustrate some of the services and data sources available from the ABS.

My client needed to know the proportion of households that had any plumbing work done in a given 12-month period. This information was central to the development of their marketing programs. It would also help my organisation to accurately cost a market research survey on plumber usage for the client. In this case, we were interested in plumbers; however, the issue could equally well have been 'takeaway food' or 'holidays'.

Our straw poll around the office suggested that between 5% and 50% of households might have used a plumber in the past 12 months. Obviously, we needed some better data!

The next step was to call the ABS National Information Referral Service on 1300 135 070. This free service provides a five-minute phone consultation with an ABS consultant. I could have browsed the ABS website ([www.abs.gov.au](http://www.abs.gov.au)), but I have learned to value the expertise provided by the helpline.

My friendly ABS consultant suggested that the Household Expenditure Survey might give us the information we were seeking. This wonderful survey of more than 11,000 households is conducted every five years, most recently in 2003/04, and provides detailed information on how consumers spend their money. Like all ABS publications, the report can now be downloaded for free.

Furthermore, the ABS consultant undertook to look up the relevant information for me in the raw data, as the format I required was not in the standard published tables. Within a few days, I received an email with the magic number (8.1%) and details on the error associated with the measure. All for no charge!

The Household Expenditure Survey is one of my favourites; however, I also recommend that anyone interested in marketing to consumers should subscribe to the free ABS email media release service (see [www.abs.gov.au](http://www.abs.gov.au)) and that they should also regularly browse the ABS website.

For example, while ABS browsing on a recent coffee break I learnt that approximately one in five children under 18 live with one natural parent and apart from their other natural parent (see *Australian Social Trends, 2006*, Catalogue Number 4102.0). Appreciating these aspects of our changing

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society are vital for any marketer trying to stay in touch with social trends and changing value systems.

Beyond free data from its various surveys and studies, the ABS also provides an Information Consultancy Service. This fee-based service uses sources such as demographic, social, economic and international trade statistics to perform useful services including:

1. Providing tailored reports with tables, commentary, graphs and maps highlighting the characteristics of your target market.
2. Customising demographic and other data for planning service delivery.
3. Providing data for the most recent period available or extending back on a time-series basis.

The ABS also lets its stats experts loose on a regular basis. Quoting from the ABS website:

*We provide a free one hour consultancy service to discuss statistical issues. Issues can range from sample designs, to formulation of survey objectives, to development of tender requests for statistical work. There is no obligation to engage our services after the initial consultation, so you can simply use the consultation as an opportunity to clarify your problem and explore possible statistical solutions.*

I would encourage all marketers to consider using this service, particularly when planning a sophisticated statistical exercise such as developing a market segmentation or trying to identify those customers who are most likely to defect to your competitors (based on the characteristics of those who have already left).

Overall, the ABS is really a lot more than just the Census and there is a lot that it can offer data-hungry marketers. ●

### How to get the most from the Australian Bureau of Statistics

1. Add [www.abs.gov.au](http://www.abs.gov.au) to your web favourites and regularly browse the site.
2. Subscribe to the free email update service (at [www.abs.gov.au](http://www.abs.gov.au))
3. Ring the National Information Referral Service on 1300 135 070 whenever you are interested in a particular statistic.
4. Be aware that the ABS can provide customised data that can help you in many aspects of marketing.
5. Utilise the free, one-hour statistical consultancy service on complex projects.

# Performance measures for more than results

Marketing has moved strongly in the direction of measuring performance. In the AMI's August webinar, guest presenter Gary Singer, of Interbrand, said: "Don't do something unless you actually plan on measuring it." ([go to webinar report](#))

Measuring marketing performance after the implementation is important, but there is also great value in being able to use performance measures to guide the day-to-day execution of the marketing strategy.

By linking performance measures to the resources required (e.g. investment return to channel capacity or sales to provisioning capacity), marketers can act in different ways at the different phases of the marketing plan.

## Phase 1: Developing strategy

By linking performance measures and resources, the marketer can engage the CEO and CFO in their own language on how the marketing budget drives top-line revenue. In practice, such discussion will reveal several scenarios showing the trade-offs between revenue and costs. A simple example would be to rank activity by return on investment (ROI) versus cumulative costs. This can then be presented as a trade-off between ROI and budget. A further refinement would be to classify the ROI by strategy and costs by investment category

Resource levels can be argued early in the planning. The impact of resourcing decisions on plan performance can be understood and communicated.

The impact of time and timing on resources can be identified early. Subtle changes in time can have a dramatic impact on resource levels and therefore on marketing's ability to deliver to the plan.

## Phase 2: Designing tactics

In this phase, linking performance measures and resources means that the marketer can make quick changes to priorities and activities. This flexibility comes from the consequences of being easily understood and visible across the marketing team.

The wider organisation becomes part of the solution rather than the problem. Expectations and commitments are understood and agreed at an early stage.

The marketing team becomes more focused on the best outcome rather than simply getting the job done. Getting a campaign to market becomes secondary to maximising the outcome. Volume goals are relevant only at the strategy or program level, not for an individual campaign.

## Phase 3: Execution

In this execution phase, linking performance measures and resources means that conflicts for resources are resolved based upon maximising performance, not on who is more effective at influencing the process.

People are rewarded based upon their contribution to the performance measures, rather than their ability to get things done.

## Phase 4: Review

In the review phase, the blowtorch is focused directly on the performance of the plan, not on individual campaigns.

## By Dennis Claridge

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There is ample opportunity for revalidating the underlying assumptions.

Reviews become less confronting for people as they are focused on the performance of the plan and what can be done to achieve the overall goals.

## The challenges

Typically, measuring performance implies a focus on repeatability and re-use. Such a focus is hard to achieve. In fact, it is counter to the culture of treating campaigns as projects and filling the process with people. In the more conventional culture, marketers are rewarded for getting things done. There is not so much emphasis on whether they are doing the right things.

Applying the 'measuring performance approach' to future activity and, therefore, the development of future goals can be confronting, as it builds on a set of initially unproven assumptions.

With a project focus, the normal attitude is that the project an individual marketer is working on is more important than the projects others are working on. In this environment, it is difficult for the marketing team to understand the relevance of the overall plan to their day-to-day activity.

In practice, strategies are only worked on at a high level and only reviewed annually or at best quarterly. Normally, contacts or sales or overall product volumes are provided by individual channels or product teams and are only loosely linked to activity.

The reality is that the credibility of the marketing team within the broader organisation is undermined in situations where a plan is agreed and not pursued.

## A defining moment

Linking performance measures to the required resources is not a short-term fix or a quick win. To extract value from this approach takes a conscious decision to make fundamental changes in the way a marketing department operates and it involves a long-term commitment.

However, it can make a big impact on many levels, from the relationship between marketing and the CEO through to the business outlook of the marketing team. It is an approach that requires careful planning in order to accommodate all the changes and a great deal of attention to detail. ●

## The Marketing Practitioner's Guide to Shopping Centre Marketing

By Julia Zivanovic. Published by Know l'edge, Western Australia, 2006. 222 pages. RRP \$79.95 (pb).

ISBN 0 9775086 0 9.

Order from: [www.knowledgesolutions.com.au](http://www.knowledgesolutions.com.au)

Reviewed by MICHAEL ERWIN

Mum, my school shoes have holes in them! It's Sunday afternoon, raining, and now you need to get some new shoes for your kids so their feet stay dry. How do you decide which shopping centre to go to? A specific shoe store? Lots of shoe stores? Parking? Cleanliness? And so the list goes on – welcome to the life of a shopping centre marketer.

*The Marketing Practitioner's Guide to Shopping Centre Marketing* is a practical book based on the personal experience of Julia Zivanovic. Zivanovic has more than 18 years of marketing experience in the United States, United Kingdom and Australia. She has worked for organisations such as Coles Myer, Colonial First State, the Western Australian and Northern Territory governments, and various law firms.

Zivanovic took over the marketing role for a declining regional shopping centre in Western Australia and was able

to use her strategic marketing knowledge to create a turnaround.

The book is specifically targeted at shopping centre marketers and it provides an excellent framework based on Zivanovic's experience. I believe that any shopping centre marketer would benefit from reading the book and using the framework to either develop or review their marketing strategy.

Clearly, the book is based on Zivanovic's one shopping centre experience and this must be taken into consideration. I suggest, though, that much of the value comes from the real-life 'style' as Zivanovic leads you through the implementation of a shopping centre marketing strategy. The final chapter is her real-life case study.

I found the book easy to read and well laid out in short sections with a logical sequence and an informal style. You can also go to specific sections and understand the author's concepts without having to read the whole book.

*The Marketing Practitioner's Guide to Shopping Centre Marketing* comes with a resource CD and would be a valuable addition to a shopping centre marketer's library.

*Michael Erwin is the director of Time Creation Coaching – helping YOU create an extra hour a day.*

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## Think Next Opportunity — The way to find business opportunity in the chaos of everyday life

By Roger La Salle. Published by Rudders RLS Pty Ltd, Victoria, 2006. 162 pages. RRP \$29.95 (pb). ISBN 0 9750711 1 4.

Reviewed by BOB CRAWSHAW AMAMI

By nature, marketers tend to be creative, upbeat people. At the start of a campaign we spin off a million novel ideas that narrow to a workable few. We then invest these with relentless passion, throwing everything into the marketing mix to make them succeed.

But occasionally, even the brightest marketers and the best businesses run out of ideas. Or fail to spot that commercial opportunity sitting right there in front of them like a 300-pound elephant. And, after several campaigns on the trot, creative fatigue can reach the point where your ability to generate the big ideas needs a real boost.

Roger La Salle's *Think Next Opportunity* may help you spot that next great idea. His pocket-sized 162-page book looks at a different mental approach to unearthing the next business opportunity.

La Salle has developed an Opportunity Matrix that can be used equally by the scientist in the lab, the company exec anxious to jump to the next level, or the marketer looking for different ways for people to use their products or services. La Salle suggests opportunities are like diamonds in a field ... they are there waiting to be picked up but first you need to know what you are looking for.

What should a marketing entrepreneur be looking for? La Salle argues that business opportunities present when you can find solutions to problems that involve widespread, predictable or repetitious activity. Or when you are

setting a trend or can spot a good idea in one sector and then migrate it into your own industry.

When faced with problems, money-making solutions can suddenly appear by finding answers to questions such as:

- If I'm finding this hard, am I doing it wrong?
- If I fast forwarded to the future and look back, what am I doing now that I will laugh at then?
- Can this be fixed with new technology or using an existing technology differently?
- If I track this situation through from start to finish, can I see where the real issue is and then can I fix it?
- Can something which I know works elsewhere be applied to this problem?
- If I think "in reverse", completely opposite to how I now think, can I find a solution?

La Salle's Opportunity Matrix orders these and other variables into a simple grid. By completing the grid it is possible for your mental light bulb to suddenly switch on to illuminate an issue.

*Think Next Opportunity* is an interesting book. It demands the reader's constant attention and it is not something you could skip a few pages and continue with. Nor would I suggest you read it on a train or other busy spot because it warrants full concentration.

La Salle's logic can take some getting used to, but once it becomes apparent, the average marketer could move quickly through the problem identification/problem solution process.

This book would be great reading for a senior marketer who is mentoring junior colleagues in thinking outside the square, or workshop facilitators who, by asking pointed questions, can generate the most from group discussion.

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