

MarketingUPDATE

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http://www.ami.org.au/amimu/0705May/0705_summary.html

Ambush marketing – will it seal its own fate?

Marketing is warfare and all's fair in ...

Enter ambush marketing. Some would say – the Australian Football League (AFL) for example – that it's unfair to their sponsors. Now governments, such as in Victoria, are passing legislation specifically aimed at the airspace above sporting grounds, the bane of the AFL with the Holden airship. And it doesn't stop there. The AFL is now seeking a considerable increase in the number of specified events in which the skies above the footy will, by law, be clear of flying banners, dirigibles and skywriting, to name a few obvious suspects.

Since the late 1980s, the Olympics have been plagued with ambush marketing. In 1996 at Atlanta, Nike, which was not the official footwear supplier or sponsor, bought large numbers of outdoor advertising sites near the main stadium and erected a 'Nike centre', clearly visible from the main stadium. Since that time cities bidding for the Games must guarantee control of specified outdoor advertising sites during the Games. It reportedly cost Athens an additional \$US10 million.

Special legislation was passed for the Sydney Olympics (the Sydney 2000 Act) to strengthen SOCOG's (the organising committee's) hand in preventing its sponsors from being undermined. Yet as you may recall, Qantas ran a variety of sports-related advertising in the years leading up to 2000. The outcome was that more than twice as many Australians thought Qantas was the 'Olympic airline partner' – which it wasn't – than Ansett, which was. The sports-related ads did not make any references that would mislead people and thus be the possible subject of trade practices litigation. Indeed, one ad for an Australia Wide Olympic Sale for special fares even had an asterisk attached to 'Olympic' with a fine print message (no doubt in six point type at the bottom) "Qantas is not an Olympic sponsor".

In 2000, the Qantas campaign was applauded by most

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people in the industry as smart marketing, yet by the time the Holden airship flew over the MCG during the 2006 AFL Grand Final, where Toyota was a major sponsor, could we sense a little public backlash?

It may be that the 'dirty tricks' aspect of ambush marketing will be picked up by an increasingly aware market and these negative connotations will take the shine off 'look what I did for a tenth of the price'.

Footnote: In researching this column, I did find one ad from the 1990s run by NZ Telecom that made me smile. Its aim was to promote the use of its mobiles at the Olympics and it looked like this:

Ring Ring Ring
Ring Ring

The New Zealand Olympic Association took NZ Telecom to court on the basis that the ad suggested an association between the company and the Olympic movement. It lost. ●

Find out more about your hitting your demographic

AMI Western Australia has staked its spot on the marketing events calendar with its second annual WA Marketing and Business Networking Congress, to be held in Perth from 31 July to 1 August at the Perth Convention and Exhibition Centre.

This year's theme is 'Marketing to the Ages: Are you Hitting the Mark?' With an ageing baby boomer population, the emergence of Generation Y (now aged 7-25), and the advancements in marketing technology, marketers and businesses are under pressure to make sure that they are speaking to the right target market and have the right product offerings.

The congress is a professional development and networking opportunity for marketers and associated professionals to be informed of, and share in, the latest insights into present and future needs of the various demographic markets.

The congress organising group has identified several Australian businesses that have demonstrated an acute ability to market their product or services successfully to a selected target market(s).

The guest speakers announced include:

- Carolyn Bacher, public relations consultant, Department of Education and Training (WA). She will speak on 'Marketing a new schooling concept to the wider community'.
- Graham Boyd, executive manager, Retirement Living and Support Services, Churches of Christ Homes and Community Services (WA).
- Carolyn Hall, brand and communications director, Royal Automobile Club of Western Australia.
- Roger James, chairman, Australian Marketing Institute.
- Charlie Nelson, founder and forecaster, foreseechange.
- Lisa Norris, regional director Asia Pacific, Aquent.
- Dr Simone Pettigrew, University of WA Business School and editor-in-chief, Journal of Research for Consumers.
- Troy Pickard *FAMI CPM*, mayor, City of Joondalup.
- Gary Roberts, managing director, Nova 93.7.
- Wavne Ridders, director of client services, Australian Bureau of Statistics (WA office).
- Dr Steven Ward, senior lecturer in marketing, Murdoch



Speakers include:



Carolyn Bacher



Charlie Nelson



Lisa Norris



Troy Pickard

University. He will speak on 'The New Generation Gap: How Baby Boomers should market to Gen X and Y'.

For further details about the congress and registration, go to the congress website at www.marketingcongress.com.au

Marketing metrics assists recognition from board and CEO, survey finds

By Peter Harris

Marketing executives who used metrics in their work believed they received greater recognition from those in charge, according to a survey of senior marketing executives undertaken as part of the Australian Marketing Institute's Marketing Metrics Project.

The survey, carried out by the Centre for Applied Marketing at the Australian Graduate School of Management, asked 374 senior marketing executives from companies around Australia how they felt about marketing accountability and the measures they used to track its effectiveness within their organisation.

It found that up to 56% of marketing executives believed marketing metrics was one of the main concerns in their job. Equally, nearly 60% believed marketing accountability was a driving force towards delivering set performance targets.

However, this issue continues to be overshadowed by concerns relating to the bottom line, with many more executives far more concerned with the business outcomes of marketing – namely growth, position, and customer relationship.

In general, however, marketing executives were positive about their marketing measures and felt metrics had a place within their company structure.

The survey also asked marketing directors what were the main hurdles they faced in their jobs. Of the top seven concerns, three focused around marketing efficiency and improving investment – all highlighting a need for improved metrics within their organisation.

Not all executives felt that metrics were being well used within their companies. Many saw potential for improvement, especially in the quality of and access to internal marketing information. More than 60% of respondents were unhappy with information provided to them and felt access to internal information was difficult.

So what are the barriers holding organisations back from

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A Powerpoint summary of the survey's findings can be downloaded [from the AMI website](#).

The full, 28-page PDF report of the survey's findings, by John Clark, Pam Morrison and John Roberts of the Centre for Applied Marketing, AGSM, is available to members on request. [Email Membership Services](#) to make your request, and please include your membership number. If you do not know your membership number, contact Membership Services on 1800 240 264.

focusing more on marketing metrics? The biggest factor was money. Respondents said there was a need for a larger research budget, better external and internal data, and a better system to help cut down time between measurement and action.

However, the survey also found that it was the management and release of information controlled by the company that had a greater influence on whether metrics were used. They wanted an increased level of detail and better strategies to share information and implement action.

But if today's competitive marketing environment continues, we can expect to see an increase in the need for marketing metrics. With 90% of respondents predicting growth in their marketing budgets over the next three years, assuring return on investment is going to remain of high importance and the role of metrics will remain crucial. ●

Did our ad spend result in more sales?

(Or why you shouldn't sleep with your shoes on)

By Mark Fletcher

Marketers often use market research surveys to establish whether their strategies are working or to identify the underlying causes or drivers of customer behaviour. However, while it is relatively easy for correlations between variables in a survey to be identified, establishing causation, e.g. that a change in one variable such as advertising spend actually caused an increase in another variable such as sales, is much more difficult.

Incorrectly claiming that one thing caused another just because they are correlated is known as the 'cum hoc ergo propter hoc' (Latin for "with this, therefore because of this") fallacy. In common language, you could express it as:

X occurs in correlation with Y, therefore X causes Y.

In market research surveys, we might see that high overall satisfaction with a service is found among those people who also gave high ratings for 'friendly service'. We therefore conclude (possibly incorrectly) that it is the friendliness of the service that is driving overall satisfaction.

Unfortunately, however, while correlation is a necessary prerequisite for causation, it is not necessarily proof of causation.

The sub-title of this article asserts that you should not sleep with your shoes on. This is a version of an old saying that can be expressed for our purposes as:

**Every time I fall asleep with my shoes on,
I end up with a headache.**

Therefore, sleeping with your shoes on causes headaches.

Of course, the more likely explanation is that both falling asleep with my shoes on and waking up with a headache were both the result of being drunk.

In the case of the customer satisfaction survey, one alternative explanation is that those customers who gave high ratings on both friendliness and overall satisfaction are your more frequent customers. Typically, frequent customers become more satisfied because they learn to 'work your system'.

In addition, because they are frequent customers, your staff become more familiar with them and chat more with them compared with the less frequent customers. Not surprisingly, the more frequent customers give your staff higher ratings for friendliness. The real cause of both ratings is the frequency of use, which may be due to other variables, e.g. location.

While this potential explanation could be easily checked by cross-referencing the survey data for a relationship between frequency of use, overall satisfaction and friendliness ratings,

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this form of additional analysis is often overlooked in the rush to find simple satisfaction drivers.

Another form of this fallacy is often seen in social research, when very large-scale surveys or large volumes of data are used. This is because very large surveys and datasets can contain many hidden and/or complex relationships between the data items that are conveniently ignored because they do not directly relate to the question at hand.

For example, the famous 'Hemline index' refers to the strong statistical correlation between the fashionable length of women's skirts and the Dow Jones stockmarket index. The statistics say that when hemlines go up, so does the Dow Jones. Clearly, however, both of these variables are influenced by many complex factors including world economies and climate. While there may be a highly complex relationship between these two variables, it defies logic to suggest that one directly causes the other.

The final, most common form of the fallacy of assuming causation occurs when we incorrectly assume the direction of the relationship. For example, studies are sometimes quoted as saying that high rates of gun ownership are positively correlated with high rates of violent crime.

Some commentators use these statistics to 'prove' that guns cause violent crime. However, it might also be the case that in high crime rate areas, the people who live there purchase more guns because they are more frightened.

David Hume, a famous philosopher, argues that it is impossible to ever prove causation. I am not so strident, however; I would suggest that prior to using correlated survey results to prove that one thing has caused another, you might want to check that the relationship ...

1. Cannot be explained by a 'third factor' that links both variables.
2. Is logical and can be reasonably and simply explained.
3. Only works in the direction you suggest.
4. Is supported by other independent evidence.
5. Is repeated over time. ●

Colour becomes more difficult to protect

By Richard Baddeley

A recent case in the Federal Court, *Woolworths Ltd v. BP Plc (No 2) (2007) 70 IPR 25*, (“BP”) places practical barriers to protection of colour as part of a brand in Australia.

BP Plc had made two applications for registration of the colour green as a trade mark in association with service stations. Woolworths opposed registration of the applications on the basis that the colour green was not capable of distinguishing BP’s goods or services. BP argued that the colour green was distinctive, backing its contention with consumer survey evidence.

In its decision in favour of Woolworths, the Full Federal Court said that “merely applying colour to a product will not act as an identifier (or brand) for that product”. For colour to function as a trade mark, it said, the public must appreciate the brand significance or distinctiveness of the colour. The use of colour must inform the public that products emanate from a particular source.

This may be difficult to prove, as BP has found. Even with survey evidence showing that a majority of Australian consumers would associate the colour ‘green’ with BP, the court found this association insufficient to demonstrate distinctiveness. BP’s registrations for the colour green were found not distinctive and incapable of protection. In particular, the Court held that the colour lacked any inherent ability to distinguish BP’s goods and services from those of other traders.

Marketers now need to be more wary of the approach of Australian law to protection of colour trade marks in branding strategy. Colours may certainly be protected as trade marks, but care will be needed in the protection strategy.

The elements of brand identity

Brand identity is a critical attribute for a business. How does a business communicate, at the simplest level, with its customers? Historically, words and logos have been used to communicate marketing messages. They are still effective devices, but techniques to reach the consumer have become ever more sophisticated.

Brand identity today may involve the use of shape, colour, sound, scent and holograms, among other elements. Less than 20 years ago, trade mark laws that offer important protection for brands did not accept these techniques for communicating brand identity.

Since 1995, Australian trade mark law has (at least in theory) provided protection for shape, colour, scent and sound. This approach is mirrored in many other countries and regions, including the European Union.

Sonic and sensual techniques are increasingly important in communicating brand identity. Initially, sensual branding started in the fashion industry, but its techniques are also being used in the computer industry. Similarly, sonic branding

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started with the Harley-Davidson engine note but has grown into a sophisticated strategy of greater importance to the media and entertainment industries.

However, shape and colour are still the two most important aspects of brand identity. Australian trade mark laws are supposed to protect these, but do they achieve this objective in practice?

What trade mark law requires

The experience for those seeking to protect shape and colour has been frustrating and expensive. The problem stems from an inability to simply register and protect such elements by filing an application at the Trade Marks Office.

Trade mark law does not assume that shape and colour are valuable elements of brand identity. Rather, this must be proved through evidence that brand equity is generated by such elements. Are consumers attracted to a particular product or service through use of colour or shape?

In trade mark law, brand equity is called “distinctiveness”. Distinctiveness or brand equity must be proved in the cases where colour and shape are included as part of the protected elements of a brand. Such trade marks are not automatically considered to have any inherent capacity to distinguish. However, this view may be displaced by appropriate preparation of the case for protection and, in particular, evidence showing that a mark is distinctive or capable of generating brand equity.

In the confectionery industry, for example, shape is extremely important. Particular animal or other shapes can be used to communicate a brand very powerfully. Great brand equity may be generated through the use of such shapes. Registration requires evidence as proof of this. This is where it can become expensive, because data to show that the brand is distinctive must be collated and submitted to the Trade Marks Office.

Careful preparation of your case

The role of a trade mark attorney is to simplify this process as much as possible through the use of questionnaires and meetings with the client to identify sources of evidence,

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such as advertisements, advertising/marketing expenditure, sales figures, and promotional material such as brochures and videos. These can be used to help establish brand equity. Marketing metrics may also offer invaluable support. Good preparation is a key to handling the protection strategy for a new brand.

To have colour recognised as part of a brand, particularly careful preparation is needed. Colour has been an issue because the reasoning is that there are relatively few colours available and marketers for many different businesses may wish to use the same colour in their branding strategy.

To protect a colour, it is important to:

- Accurately identify the colour or colour combination that you intend to use in your branding strategy (e.g. use of CMYK and/or PMS colour formulas).
- Align the trade mark application directly with the colour or colour combination identified as the brand. In the BP case, green was found not to be the brand promoted in practice. Rather, BP used green in association with other colours. Therefore, trade mark applications need to be made consistent

with the colour or colour combination selected as a brand element by the marketer.

- Align marketing strategy closely with the colour or colour combination that has been identified as the brand. Marketing guidelines, all promotional material and get-up, if relevant, must all be consistent with the selected colour or colour combination.
- Where possible, use marketing metrics to demonstrate customer response to promotional efforts. Has the brand increased market share or shares? Do surveys show customer response to the brand?

Marketing metrics may be able to provide solid, measurable evidence to back up the accepted traits of distinctiveness already discussed. This may not be readily available at the launch of a product or brand, but even evidence of market activity generated after filing will help to demonstrate distinctiveness, possibly displacing the burden to prove that a trade mark has some inherent capacity to distinguish.

By proper and early preparation, it is more likely that the brand protection strategy will be more closely aligned with the marketing strategy. More importantly, brand protection issues may be resolved through the language and techniques of marketing before they can become legal problems with expensive consequences. ●

IN BRIEF

Win the dream job for young creatives

The British Council Realise Your Dream Awards provide an opportunity for any Australian aged 21-28 who is studying or working in the creative industries to give their career a huge boost.

The six winners will be flown to the United Kingdom, where the British Council will use its extensive network of contacts to set up individually tailored professional development programs with industry leaders in each winner's field. The award also includes \$8,000 to help with living costs.

Eligible areas are those that have their origin in individual

creativity, skill and talent and which have a potential for wealth and job creation, e.g. design, digital media, film, performing arts, visual arts and writing.

Previous winners have worked with Zaha Hadid Architects, furniture designer Tom Dixon of Habitat, BBC Interactive, advertising agency BB/Saunders, and many more.

Applications are open now and close on Tuesday 31 July. All the information needed to apply can be found at www.realiseyourdream.org.au

Short message service or smart marketing service?

By Kathryn Van Kuyk

Technology now enables marketers to send short message service (SMS) broadcasts to hundreds or thousands of customers or members with the click of a button.

SMS has become a favoured means of communication particularly among the young adult market (Generation Y's, 16-24 year-olds). This group has more disposable income than ever before and their mobile phones have become ubiquitous, always active, multi-purpose accessories for listening to music, surfing the web, taking photos and videos, and finding information. These people often respond to SMS more than they do to emails.

Some sectors — telecommunications, fast food and large fast moving consumer goods brands — have incorporated SMS into their marketing mix, but the majority of marketing plans still do not include an SMS component.

This is partly because the enhanced technological capabilities for viewing messages, graphics and connecting to the Internet have only recently become available in mobile phone handsets, and it then takes time for these handsets to come down in price and become more widely distributed in the community. However, a critical mass in more modern handset penetration is being reached, which means the opportunities for marketers are expanding.

SMS can now act as a pointer to richer content either by linking the customer to a web page direct through a mobile device or by giving details of web pages that can be accessed via a personal computer.

SMS in the marketing plan

There are many ways SMS broadcasts can be incorporated into marketing strategies, such as to offer customers special deals or to inform them of an imminent event, such as a launch, or remaining tickets for a sports event, or a concert on tonight!

Our research has shown that companies' marketing strategies are most effective when they combine multi-channel techniques – web, SMS, catalogue, media, competitions, etc.

SMS fits well into customer relationship management because it can provide the option for clients or customers to download information from the Internet, receive notifications when credits are running out, or remind them of overdue bill payments.

Loyalty programs are another branch of marketing that SMS can be useful for – a quick message can be sent to notify members of a special offer or initiative rather than incur the costs of a mail-out or the time of phoning around a database.

SMS can be used for a variety of creative purposes to meet the marketing plan objectives. Although it may be allocated a specific function in the marketing plan (notifications, special offers, loyalty/reward updates), this should be reevaluated every 6-12 months to determine both

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effectiveness and new opportunities arising from technological improvements and increased consumer usage.

While we are dealing in 'short' messages, their capacity to communicate with customers and build brand and loyalty can be great. Time-poor consumers who are bombarded with information may be more receptive to a short, direct message.

SMS can be especially useful where timely message delivery is important. People are becoming more accustomed to carrying their mobile phone with them wherever they go and to reading SMSs as soon as they are received. For some campaigns, this is essential; for example, a promoter might want to offer concert seats at a special price a few hours before a performance. This would be an ideal situation for a quick SMS campaign.

What sectors?

The use of SMS for commercial or not-for-profit situations is only limited by the inventiveness of your marketing strategies. For example, I have seen SMS used by:

- A large corporate to advise shareholders of a change of meeting venue.
- A not-for-profit organisation to alert its 5,000 members that its newsletter had been posted online.
- A retail store to invite special customers to an early sale.
- A politician to send messages to their constituents.
- An organisation to remind its shareholders of its forthcoming AGM.

Understanding market demographics

SMS promotions have proved attractive to 16-24 year-olds, many of whom buy pre-paid mobile phone credits and spend them on sending SMSs rather than making voice calls. Although they have small mobile phone budgets, pre-paid customers are some of the most frequent respondents to promotions. These users are also more likely to forward an attractive or interesting SMS promotion to their friends. In this way, SMS can be a valuable tool to encourage word-of-mouth or enhance viral marketing strategies.

In recent years, I have noticed a shift among people in their 30s, 40s and 50s. They are gradually becoming more

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comfortable with the extensions in mobile phone technology and are carrying their phones with them all day. The SMS marketing options to this group is beginning to expand as their ease with the technology grows.

According to the Australian Government's Invest Australia website,¹ mobile telecommunications is one of the fastest growing markets in Australia, contributing \$8.77 billion annually to the economy. At the end of March 2006, there were 19.45 million mobile phone subscribers. Based on an estimated Australian population of 20.5 million people, this places mobile phone penetration at around 94%.

The Government cites SMS as part of the reason for the popularity of mobile telephony. SMS earns more than 80% of non-voice revenue for the industry. "Businesses are using SMS to offer new services and save money." For example, Australian media companies are using SMS marketing solutions to enable voting for candidates on the Big Brother and Australian Idol TV programs.

Anti-spam and opt-in

Anti-spam mechanisms are essential to ensuring that SMS marketing is both credible and successful. For example, if the response to an SMS bounces back, the recipient will be justified in considering the original message to have been spam. To counter this, you need to ensure an opt-in/out database.

SMS recipients should have the option to opt-out from future campaign broadcasts. If the broadcast has been sent anonymously, then the recipient will not be able to reply to the SMS. SMS broadcast software thus should not allow broadcasts where the sender's details are anonymous or where the sender can impersonate someone else.

Opt-in databases are critical to the quality and credibility of SMS marketing. An opt-in option for SMS ensures that

those who receive messages are happy to engage with a company in this way.

Collecting mobile phone numbers and offering an SMS opt-in option are still not a standard part of customer information forms. To even give you the option of SMS marketing, make sure your customer forms capture mobile numbers and ask about SMS opt-in. Many people will select electronic communication in preference to printed mail.

Return on investment

SMS marketing is an inexpensive form of communication that has the potential to generate strong returns. For instance, SMS credits can be purchased for 16 cents Australian per message. If you were to SMS an offer to 5,000 members on a database it would cost \$800.

By comparison, if you were to use standard print mail it would be 50 cents postage plus graphic design and printing costs (say \$2,000), making it \$4,500 to reach the same 5,000 members. You also have the time impediments of turnaround and postal delivery.

In many direct mail campaigns, it is considered extremely effective to achieve a 10% response rate. Based on \$800 to SMS 5,000 members, this means that a response from 500 members would cost \$1.60 each to achieve. In the print format, it would cost around \$9.

Other key factors to use to measure return on investment include the number of SMSs sent (size of database), the number of responses, the number of sales secured, and the harder to quantify brand value and reputation enhancement.

SMS is not an answer by itself, but can be an effective component of a marketing strategy. It can reinforce simple key messages, generate calls to action, and enhance brand. ●

Reference

1. These figures and statistics come from the Australian Government's Invest Australia website, the Australian wireless industry page, and are drawn from a variety of sources. URL: <http://www.investaustralia.gov.au/index.cfm?id=9A0C9842-D0B7-180C-16403701E984FDFB> [cited 2007 May 3].

Marketing in the Boardroom — Questions directors might ask and what to look for in the answers

By Kevin Luscombe, Graeme Chipp and Peter Fitzgerald. Published by Growth Solutions Group Pty Ltd, Melbourne, 2007. 143 pages (pb). RRP: \$39.95. ISBN: 1 92089 263 X.

Reviewed by SUZANNE POLLOCK AMAMI

I have often wondered why most company boards have finance committees, human resources and remuneration committees, ethics committees and audit committees, but no customer or brand committee, especially as the customer and brand are central to strategy and the source of operating revenue and profits.

Marketing in the Boardroom places the issue squarely on the agenda, saying, “For most companies, brands are significant assets and marketing is a major investment. Yet how often – and how effectively – are brand and marketing decisions and investments rigorously analysed at board level?”

It is not that marketing is more important than other areas of the company, just equally as important. The book quotes Sir George Bull when he was chairman of Diageo. He stands out by declaring that: “Brand deliberations belong in the boardroom, with all the data, scrutiny, commitment, rigour and accountability given to the key financial measures of a company.”

As the authors point out, most boards are filled with directors who have a background in financial, legal or operational roles and, therefore, a board’s focus can be a direct reflection of the board members’ backgrounds rather than a function of the needs of the business.

That situation won’t change overnight. So the issue is, how to help directors to broaden their skills and increase their engagement in the customer/brand strategy of the company? Which is why *Marketing in the Boardroom* is essential reading. It has been written for directors and CEOs to help them analyse the effectiveness of marketing strategy in their organisation. No doubt market analysts and shareholder advocates will also be interested in the questions that boards ask about marketing strategy.

The book also provides a wonderful insight for marketing practitioners on what directors want to know (or should want to know) – and what directors should look for in the executive response. It will give practitioners confidence in the validity and importance of the information they put forward. (It is too easy for boards to avoid a meaningful discussion about the customer and brand by saying, “Just give me the high-level stuff”. Too high-level and the analysis is cursory.)

Recognising that the role of marketing is to identify, attract and retain the profitable customer (my definition), the book addresses the full marketing discipline and not just marketing communications. “To put it at its most practical, marketing is about the role a company plays in the choices of its customers and how value is delivered to those customers.”

A degree of rigour in board reviews of marketing

effectiveness is important because, as this book explains, “through the culture they foster, the way that they operate and questions that they ask, boards can also have a profound impact on operational performance”.

The lesson is clear: if the board is not interested or engaged in the marketing strategy of the company, that attitude will undoubtedly cascade throughout the organisation. Lack of attention to the marketing strategy and intent at board level will be reflected directly in the level of management support and resource allocation, and therefore the effectiveness of the marketing function.

To tackle this problem, *Marketing in the Boardroom* arms directors with an overview of the marketing philosophies, concepts and questions they need to consider at board level. The Q&A for each marketing topic is prefaced with an introduction to the concept and includes a practical scenario that would mirror a typical board member’s experience.

Upwards management has its limitations, so marketing practitioners will be pleased see the authors emphasise that marketing should be driven from the most senior position in the company. They make it clear that marketing is not a functional job but an organisation-wide discipline and philosophy. “Marketing need not be thought of as a specialised function. It is a ‘whole of business’ market-focused discipline.”

The authors quote Sir George Bull, who points out that if the business community can unlock the gates to the brave new world of marketing – led by business management – then job creation, wealth and higher living standards will flow. Ever the optimist, I think that *Marketing in the Boardroom* could provide that elusive key.

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Your Employer Brand – attract, engage, retain

By Brett Minchington. Published by Collective Learning Australia, 2006. 232 pages (inc. index). RRP: \$89 (pb). Available to buy online at www.collectivelearningaustralia.com

Reviewed by BOB CRAWSHAW AMAMI

A common concern among employers is their inability to recruit enough good people. Australia's ageing population, our low fertility rates, and a global skills shortage mean a shrinking talent pool to meet our labour demands. And it is not just affecting one or two industries; labour shortages cut across the whole economy.

That makes Brett Minchington's book, *Your Employer Brand*, topical and timely. Minchington, who has held senior public and private sector management roles, argues that companies need to promote their brand as much to their staff as they do to their customers.

Employer branding is a relatively new field. HR teams have usually looked after staff communications. The book suggests the labour situation facing companies is so severe that it is time for the communicators and marketers to get involved. One group that will recognise the force of Minchington's arguments are Australia's internal communications professionals, who will quickly see commonalities between employer branding and key elements of their own discipline.

Employer branding is about presenting a package of functional, economic and psychological benefits to present and potential employees so they stop and say: "This really is a great place to work." Creating a powerful, positive company image in the minds of workers strengthens their connection to the workplace. Building and keeping a talented team maximises the chances of creating a successful, long-term business.

Over its 232 pages, *Your Employer Brand* explores the ins and outs of presenting a consistently persuasive image to employees. It builds the business case for employer branding and provides insights into winning senior management support for the concept. The book concludes with case studies and worksheets to help communicators and others develop an employer brand strategy.

Apart from Minchington, three contributing authors argue for employer branding. This collaboration gives the reader a rich diversity of views and a 360-degree perspective on what can be a complicated subject.

Recently, I was part of a panel judging business communications awards. Some fellow panellists were of the view that internal communications is fast becoming a growth area in Australian PR. I would recommend *Your Employer Brand* to those in or just about to enter this increasingly important territory.

Bob Crawshaw is the managing director of Maine Street Marketing.

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Marketing Excellence

— Winning companies reveal the secrets of their success

By Hugh Burkitt and John Zeally. Published by John Wiley UK, 2006. 373 pages (hard cover). RRP \$68.95. ISBN 13 978-0-470-06027-8 (HB) and 10 470-06027-1 (HB).

Reviewed by ROGER JAMES FAMI CPM

SPECIAL OFFER TO BUY — see below

Marketing case studies are always of interest to marketers, but too often they are emasculated by commercial-in-confidence issues. *Marketing Excellence* is a solid publication that deals out the detail as well as the strategy.

The book has been prepared by the UK Marketing Society; senior author Hugh Burkitt is the Society's CEO and its examples are drawn from the Society's Marketing Excellence Awards from 2002 to 2006.

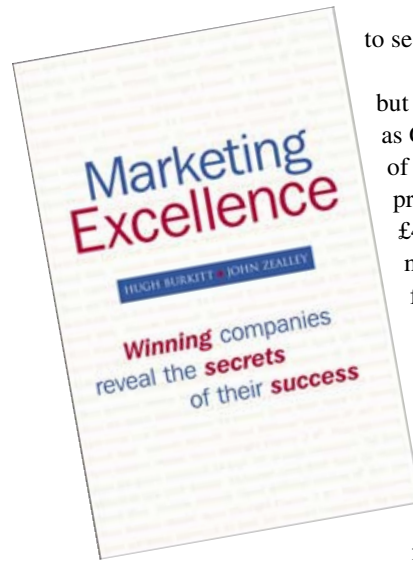
The book is organised around award categories – customer insight, new brand launch, sustaining the brand promise, etc. There are sections on internal marketing and developing marketing capabilities (inside an organisation) and even one on CSR-related projects (Doing Well by Doing Good).

Each section has two to four case studies and includes a useful level of detailed results – sales, market share, customer loyalty measures, etc, often with graphs, tables and charts.

There are some riveting stories, such as how Tesco.com became the second biggest online retailer by meticulous attention to finding out what works for the customer and what makes it easier for the customer to shop online (for example, having a 'favourites' section where frequently bought items are listed on the opening screen and may be easily selected).

Or how Toyota UK launched the 'next generation' Corolla and moved it from being a price-driven, lower-choice vehicle (Ford Focus and VW Golf were market leaders) to a new market positioning and substantial increase in market share by building the concept of pride in ownership.

Or even how Microsoft UK used the Ricky Gervais character, David Brent (of *The Office*), to drive an internal marketing campaign. Sounds counterintuitive? You will need



to see it in the book.

There are many big brands but also some smaller ones such as Green & Black's, a marketer of organic dark chocolate products that built sales from £4.5 million in 2002 to £29 million in 2005 by moving from a strongly 'organic' positioning to one that built the luxurious qualities of its product. Green & Black's used innovative methods, such as offering a sample pack with a small fortified wine at a music festival and providing 70-

gram bars to British Airways' first and business-class passengers.

However, what sets this book apart from some other case study publications is an introduction that draws together common approaches and characteristics of the most successful marketers, summarised in three groups:

- High performers live in a measurement culture.
- High performers invest in the right skills and capabilities.
- High performers measure intelligently and comprehensively.

Put simply in three statements, they may seem unremarkable ("If you can't measure it, you can't manage it"), but Burkitt and Zeally detail what lies beneath these precepts in a tightly written eight-page summary.

Marketing Excellence underlines how important it is that all marketers embrace quantitative assessment of their work in a comprehensive manner.

Roger James is the chairman of the Australian Marketing Institute.

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