

**LIFE SKILLS,
BUSINESS MANAGEMENT
&
MARKETING PROGRAM**

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1.0 INTRODUCTION

While the majority of survival and life skills of all other animals in the animal kingdom are instinctive, we human beings have to be taught to learn the great majority of survival and life skills that we need to survive and prosper in our relatively sophisticated western society.

We go to school, but for the first 12 years in most western country education systems, most young people are not taught to the body of knowledge required to communicate effectively, initiate and build successful relationships, develop an income generating strategy, or to plan to manage money effectively – by effectively, we mean so as to achieve life's basic needs of long term income to fund food, clothing, shelter needs, and potential happiness in life. Further, research shows relatively few people acquire all those skills, or a substantial proportion of them, throughout their lives without being formally taught them.

In creating our curricula for our students of vocational programs and the underemployed who participate in our programs, we are including a Life Skills, Business Management & Marketing, and Online Marketing program, the elements of which are;

1. Effective Communication - the understanding you need to; initiate, build and nurture respectful relationships; to participate in, and lead a committed team; and to attract loyal customers to a business
2. Identifying and Creating Sustainable Income Generating & Satisfying Activity
3. Personal and Family Expenditure Control and Planning
4. The Factors Bringing Happiness to our Lives
5. Customer Service – Why it matters
6. Strategic Business & Marketing Plans
7. Networking Strategies and Building Rapport for Relationships
8. Leadership That Gets Results
9. Effective Sales Team Management
10. Creating a Strong Brand or 'Image' for your Business, Products and/or Services
11. Advertising
12. Online Marketing

When we share this understanding with you, your reaction will probably be, it's all common sense, and it is; none of it is 'rocket science'. The problem is, too often, too many of us ignore it. We take short cuts, and we don't consider the people who suffer when we do. Nor do we recognise, if we take too many short cuts and hurt too many people, we will almost certainly, also suffer greatly.

Communicating effectively, considering and meeting the interests of your customers and your people in your organisation (be it in your family or your, or your employer's organisation) to the extent you get their support, will pay big dividends. Having others support and assist you in your endeavours, if they are the right kind of people, will be a whole lot more effective and productive than trying to do it alone. Even the Mafia, applied this understanding to make them one of the most incredibly successful organisations in the country, while the entirety of the Nation's law enforcement officers tried to close them down.

2.0 Effective Communications

The understanding you need to;

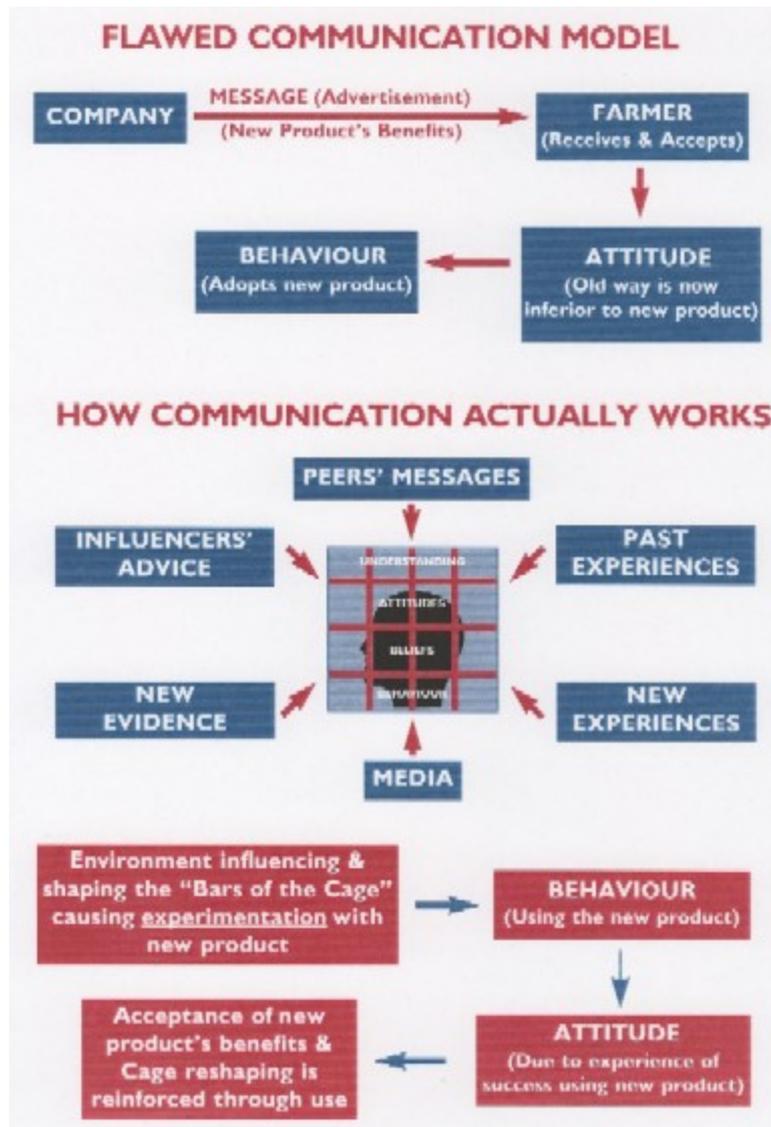
- Initiate, build and nurture respectful relationships;
- To participate in, and lead a committed team; and to
- Attract loyal customers to a business.

The following understanding provides the basis for the development of any successful communication.

- One of the biggest misunderstandings about human communication, and hence selling, is the belief that you can somehow inject your message into the mind of your prospect or customer.
- It suits us to think that when we speak or write, communication will automatically happen.
- But the evidence is very much against this. All too often I know what I mean when I say something, but when I've said it, even if you've heard me and understood what I've said, you don't necessarily share that meaning. In fact you might put quite a different interpretation on what I've said.
- There's no power in the message. The power lies with the other person to make sense of the message.
- Selling your message or product/service is not a matter of putting something in the mind of the prospect... it's a matter of getting something out.
- Certainly the message goes in, but it **doesn't carry** the meaning or the underlying ideas with it, because meaning is a mental thing.
- Meaning exists in peoples' minds, not in words. The job of the words is to trigger or tap or release the ideas that are already in the minds of our prospect.
- If communication happens, it's because the message got some meaning out of you.
- The message is a key that unlocks a response in the mind of the prospect.
- The listener really acts on the message, rather than the message acting on the listener.
- The meaning or the response is already there in the prospect waiting to be given. The job of the communicator is to get it out.
- Another misunderstanding about communicating or selling seems to be that if you can speak or write, then you can communicate.

- Communication can only be said to have succeeded when I have tapped the response that I'm looking for in the other person...when I've released whatever it is that I want to get out of the other person.
- Communication is not something we do to each other, it's something we do **with** each other.
- Communication **always** has the object of creating a response in someone else.
- There's nothing mechanical or predictable about people's responses to communication. **People will respond according to their own point of view, their own personality.** People put their own meaning into the messages which they receive, and the message they get **might not be** the message you sent.
- Communication occurs when we establish common ground between us i.e., share some common understanding, agree on some common values, acquire some common knowledge.
- Communication occurs when the intended meaning (the meaning that the communicator has in his/her mind when he/she starts the whole process) turns out to be roughly the same as the interpreted meaning (the meaning the audience chooses to attach to the message when they receive it).
- The prospect really has most of the power in a communication relationship. What the prospect already thinks, or feels, or believes, or knows, is going to determine what kind of response I'll get to my message.
- What we often overlook is that we all have independent cultures - we are all locked inside our own personal, unique, individual cultures. No-one else is exactly like me. No-one else has quite my background, quite my education, quite my physiology, quite my mental and emotional state.
- A helpful way to look at this is to imagine that everyone with whom we might want to communicate is, in a sense, locked inside the 'cage' of their own private culture, which is made up of all the things which they know, which they think, feel and believe - all of their attitudes, their values, their prejudices. That cage is something we build throughout our lives. Each experience I have becomes a bar on my personal cage. As I get older, my cage gets more and more complex, and there are more and more bars in it and it also gets more and more resistant to change.
- We don't see the world as it is, we see it through the filter of our own private set of values and prejudices. This is the heart of the communication issue. When you want to communicate with someone, the question is this: can your message be accommodated within the framework of their existing mental and emotional state?
- The easiest, most free-flowing and most successful communication, is always when you are telling people what they already know.

- **People will always have a tendency towards reinforcement of the shape and structure of their cage. New information is welcome if it fits into the existing pattern, and change will occur when it doesn't involve too much demolition and re-building.** The natural tendency is to go on believing what we already believe.
- If you are going to try to communicate with someone, you have to know what's there... what responses are available. That's why so many advertisers spend so much time and money **carrying out customer or prospect research. This is done by observing behaviour and asking questions** - trying to find out what's already out there in the prospect's cage, what responses are available that could be unlocked, that could be tapped, by the techniques of advertising.
- Effective selling is achieved by **releasing responses already within the prospect.** That is the great limitation of the role of advertising - **reinforcing and nurturing existing** consumers' existing beliefs and behaviours - "preaching to the converted".
- **The secret of successful selling lies in first getting to know the prospect you want to communicate with. Once you have discovered something about their cage, then you begin to learn what responses they are capable of giving. You discover what capacity they have to respond.**
- **Communication failure is worse than not attempting to communicate at all, because failure usually, to some extent, damages our relationships** and makes future communication difficult to achieve. It's better not to try to communicate at all, than to go ahead knowing that you are likely to fail.



So the key to success is asking questions, then **listening** to the answers, that is, Active Listening.

Hearing is physical and involuntary - by itself it does not make sense of the sound.

Listening is making sense of the sound (attaching meaning to) - psychological and voluntary

Why are we such poor listeners:

1. Listening is hard physical work (creates tension) and
2. Emotional hard work (prejudices, preconceptions get in the way)

Important Principle:

- Good listening requires keeping an open mind
- Imagine you are in the other person's cage

A good listener is a courageous person (experimenting with another person's framework). It does not mean agreeing with everybody, it means experimenting with agreeing.

Go along with the person's discussion, without making judgements until the end, and then making up your mind to agree or disagree. Receive before you react.

Some words (trigger words) can cause a type of emotional deafness. Examples may be words/phrases like Big Business, The Government, The Law, Head Office or Mother-In-Law. Identify and avoid these words for more effective communication.

Good Rule: Don't relax - work at the job of listening (in a physical and a mental way)
- it is a task.

People talk, on average, at a rate of 125 words per minute whereas thinking in words may be at a rate of 500 wpm. This discrepancy makes the listener open to distractions. The listeners should actively discipline themselves to harness their thought speed to concentrate on what is being said.

After listening, show some evidence that the words have been understood.

Summary:

1. Prospects are unlikely to listen unless they really want to listen
2. The biggest threat to good listening is the listener's own prejudices
3. Listening involves hard work
4. It takes discipline to use as much of your mental capacity as possible when listening (so that you don't get distracted by other thoughts)
5. Tell the sender of the message what message you have received

Skill in listening is 90% of the art of selling. *Source: Hugh Mackay*

Class activity:

Students chain relate events of different natures to demonstrate how the nature of the communication impacts the accuracy of the communication

Students role play and test each other on, and improve their active listening.

3.0 Identifying and Creating Sustainable Income Generating & Satisfying Activity

As much as we all ultimately want to follow our dreams, at the outset, we have to live in the here and now. We first have to feed, clothe and put a roof over our heads; and to do that, we have to earn money from doing and selling something which others are prepared to pay us, some of their hard earned money.

In the first instance, we need to be aware, it's a whole lot easier getting someone to pay us for goods and services they are already buying. Any genuinely new products or services that people are not already buying, or that do not obviously replace products or services they are already buying, will initially invariably have very few companies or people wanting to purchase them. People and companies, even in our world of rapid technological change, do not quickly change behaviour or purchasing patterns.

So how do you identify a way to generate an income you're likely to enjoy? And how do you make yourself, workplace ready? By being workplace ready, we mean you understand what is likely to be expected of you, and also, what you should expect from any workplace.

First, you need to know what industries are stable or growing in turnover and employment; and then you need to know what is the nature of the opportunities, roles and jobs are available in those industries, and what knowledge and skills are required to capitalise on those opportunities.

So how do you find out about the nature of all those opportunities in all those industries? It seems an insurmountable task. But once you realise whether it a company which manufactures cars, harvesters, chemicals, or cornflakes, or a company which builds houses, the opportunities and roles within the different companies are remarkably similar – so too are those opportunities and roles similar to those in banks, insurance companies travel and leisure.

Most private sector industries have a large proportion of roles in common - sales/customer service, marketing, management information systems/accounting/IT, management and human resources; and they vary surprisingly little from one industry to another. So too do the relatively lesser skilled opportunities and roles within each industry vary little from one industry to another – cleaning, production line operator, warehouse labourer and equipment operator.

It is in the skilled trade roles where the knowledge bases and skills sets vary substantially.

And while government does not have a sales function, the nature of most other roles is very similar to their equivalents in the private sector. It is their organisational culture, performance measurement and quality of the management information systems (MIS)/accounting/IT that are vastly different from the private sector.

It is these divergences in these areas between these 2 sectors which substantially impact workplace behaviours and enjoyment – organisations insensitive to productivity and performance, by definition, are insensitive to their people, and their job enjoyment. .

So how does this understanding help find a way to generate an income in a way you're likely to enjoy?

Firstly, given the similarities of opportunities and jobs across industries and government and private sectors, it means it's more important to find an organisation with quality MIS/accounting processes and functional performance measurement, indicating a more people performance -oriented organisational culture. Within that organisation, there will be a greater probability of finding worthwhile mentors who will assist you to appreciate the nature of all opportunities and roles, as well as the organisational dynamics/decision-making processes and leadership.

So what do you do if a large organisation like those described above is not available to you, let alone one with the desired dynamics/decision-making processes and leadership? You look for a small to medium-sized local business, preferably with 5+ employees, which shows the signs of being customer-focussed, well marketed and managed. But how do you identify them?

The 5 signs are;

1. Its building signage/website will 'sing out' the products/services it offers and their benefits to its target market consumers, in an easy to follow manner
2. Its premises are clean, tidy and well-ordered.
3. When you walk in and introduce yourself, saying you're wanting to identify the businesses in the area which are most customer-focussed, and in what ways that customer focus is expressed, the staff can tell you. (You can probe further; ask what systems they use to support that cost-effective, superior customer service delivery, and possibly experience.)
4. When you enquire as to the company's probable interest in allowing you to do an unpaid internship after school, Saturday or during the summer vacation, they do not dismiss you out of hand.
5. The staff are helpful and friendly.

There are not too many businesses which will meet these criteria, so don't be deterred if you get many 'knock backs'. If you're going to donate your time to an organisation in an internship, you want to make sure they are not wasting yours!

As suggested at the outset, you will be more likely to find this kind of organisation in a growing/stable competitive industry – as we also established at the outset, the nature of the industry is less important.

Below we have tables which identify the main industries and their comparative sizes as they have changed in terms of turnover and numbers of employees since 2002;

(INSERT TABLES FROM THE CENTRE OF ECONOMIC DEVELOPMENT, CSU, CHICO)

The other key factor you need to consider is that while you may perceive you know what some roles entail, the fact is, you almost certainly will not have an accurate appreciation of the way those roles are performed, and the bodies of knowledge and skill sets required to perform them.

For instance, it would not surprise you to hear, to be a great teacher, marketing person or manager, you need to be a great communicator; but I'm guessing, it may surprise you to appreciate, the body of knowledge and skill sets to excel at all 3, are very much the same also. Having a thorough understanding of human psychology and behaviour is fundamental to success in all 3 – all 3 roles require supportive approaches that encourage their audience to want to take on new understanding and develop their capabilities.

Class activity:

Role play: surveying potential companies for selection as a potential place for internship

4.0 Personal and Family Expenditure Control and Planning

That many young people and families in our Nation are suffering financially is not news to anyone; and the reasons are many and varied. This element of our course has been developed to address the way in which a segment of our population, descend gradually from being in a financially sound position to crisis.

It can happen in a number of ways;

1. Failing to appreciate just how much is spent in our daily lives, then borrowing to purchase one or more high-priced items with re-payment/s greater than available incoming funds, without consciously reducing other relatively unconscious purchases.
2. Failing to appreciate just how much is spent in daily life, while incoming funds diminish without any corresponding reduction in expenditure.

The common factors in both above situations are an absence of control and planning.

The reasons this did not happen to earlier generations hold the key to preventing the crisis;

1. The bombardment of messages reflecting a conventional lifestyle, promoting wants as essential needs, and their subsequent consumption as essential elements of a successful life, did not exist.
2. Debt purchasing of everyday goods and services did not exist.

So how does an individual or family go about addressing and removing the financial crisis? The process is simple to explain, though its implementation is much less easy;

1. Accurately identify, define and quantify each and every item of expenditure on a monthly basis including impulse spends; accurately apportioning large occasional expenditures such as car maintenance – no guessing.
2. Identify all contracts which commit the individual/family to future expenditure and review the potential to conclude or vary those contracts earlier.
3. Determine all expenditures being fixed or variable, wants Vs needs.
4. Prioritize all expenditures employing the 'rule of thumb', did our grandparents have that perceived need, and if not, ask the following questions;
 - What disadvantage accrued to them in not having it?
 - What disadvantage would accrue to me/our family organization if I/we did not have it?

- If that disadvantage is significant, can that need be met in another less costly fashion, via an alternate behavior and/or resource?
5. The prioritized list of costs created in the above steps, will become the budget you individually or collectively, will have to live within, so it must be completely accurate. You may need to make some estimates here.
 6. Total all the prioritised costs and establish at what point in the list, expenses exceed after tax income.

Class activity

Students define all current spending in their lives and go through the above process.

5.0 The Factors Bringing Happiness to our Lives

'The Constitution only gives people the right to "pursue happiness", you have to catch it for yourself!' Benjamin Franklin

So how do you 'catch it'?

- Find a sense of purpose?
- Finding love and being loved?
- Loving and being loved?
- Laughing a lot?
- Lots of money, fame and sex?

For this element of our Course, we have drawn from the writings of Dr Barrie Hopson, Mike Scally and Steven Reiss. After psychologist Steven Reiss survived a life-threatening illness, he took a new look at the meaning of life. Now, based on a survey of more than 6,000 people, Reiss offers new insights about what it really takes to be happy.

Sometimes we are so consumed with our daily lives that we forget to look at the larger picture of who we are and what we need to be happy. We work, raise our children, and manage our chores, but it takes an extraordinary event such as a life-threatening illness, or the death of a loved one, to focus our attention on the meaning of our lives.

When Reiss faced death, he discovered exactly why he wanted to get better and continue living, and it had little to do with pleasure or pain. Pleasure theory has been around since the days of ancient Greece and is well-represented in modern-day society and academic psychology. Playboy founder Hugh Hefner used pleasure theory to justify the sexual revolution of the 1960s.

So is maximizing pleasure and minimizing pain the ultimate key to human happiness? Reiss found when he was in the hospital analyzing what made his life satisfying, he didn't focus on the parties. In fact, pleasure and pain were not even considerations.

So if pleasure is not what drives us, what does? What desires must we fulfil to live a happy life? To find out what really drives human behavior, Reiss and his graduate students asked more than 6,000 people from many stations in life which values are most significant in motivating their behavior and in contributing to their sense of

happiness. They analyzed the results to learn how different motives are related and what is behind their root meanings. The results of their research showed that nearly everything we experience as meaningful can be traced to one of 16 basic desires or to some combination of these desires. They developed a standardized psychological test, called the Reiss Profile, to measure the 16 desires;

1. Acceptance, the need for approval
2. Curiosity, the need to think
3. Eating, the need for food
4. Family, the need to raise children
5. Honor, the need to be loyal to the traditional values of one's clan/ethnic group
6. Idealism, the need for social justice
7. Independence, the need for individuality
8. Order, the need for organized, stable, predictable environments
9. Physical Activity, the need for exercise
10. Power, the need for influence of will
11. Romance, the need for sex
12. Saving, the need to collect
13. Social Contact, the need for friends (peer relationships)
14. Status, the need for social standing/importance
15. Tranquility, the need to be safe
16. Vengeance, the need to strike back

Harvard social psychologist William McDougall wrote that people can be happy while in pain and unhappy while experiencing pleasure. To understand this, two kinds of happiness must be distinguished: feel-good and value-based.

Feel-good happiness is sensation-based pleasure. When we joke around or have sex, we experience feel-good happiness. Since feel-good happiness is ruled by the law of diminishing returns, the kicks get harder to come by. This type of happiness rarely lasts longer than a few hours at a time.

Value-based happiness is a sense that our lives have meaning and fulfil some larger purpose. It represents a spiritual source of satisfaction, stemming from our deeper purpose and values. We experience value-based happiness when we satisfy any of the 16 basic desires -- the more desires we satisfy, the more value-based happiness we experience. Since this form of happiness is not ruled by the law of diminishing returns, there is no limit to how meaningful our lives can be.

Malcolm X's life is a good example of both feel-good and value-based happiness. When racial discrimination denied him the opportunity to pursue his childhood ambition of becoming a lawyer, he turned to a life of partying, drugs and sex. Yet this

pleasure seeking produced little happiness -- by the age of 21, he was addicted to cocaine and sent to jail for burglary. He had experienced a lot of pleasure, yet he was unhappy because his life was inconsistent with his own nature and deeper values. He had known feel-good happiness but not value-based happiness. After reaching rock bottom, he embraced the teachings of the Nation of Islam and committed himself to his most fundamental values. He led his followers toward greater social justice, married, had a family of his own and found happiness. Although he experienced less pleasure and more anxiety as a leader, he was much happier because he lived his life in accordance with his values.

The 16 basic desires make us individuals. Although everybody embraces these desires, individuals prioritize them differently. Al Gore, for example, has a very strong desire for power. This desire makes him happy when he is in a leadership role, when he gives advice to others, or when he shows how competent and smart he is. George W. Bush has a strong desire for social contact. This desire makes him happy when he socializes and unhappy when he spends a lot of time alone. The two politicians place very different values on the basic desires of power and social contact, which is reflected in their personalities--Gore tends to be overbearing and overeager to get ahead, and Bush tends to be a good ol' boy. Although everybody wants to attain a certain status, individuals differ in how motivated they are to obtain it. Jackie Kennedy Onassis, for example, had a passion for status--she needed to be wealthy to be truly happy. By obtaining wealth, she thought that she could satisfy her deep desire for respect from her upper-class peers. She spent much of her life pursuing wealth by marrying two multimillionaires. In contrast, Howard Hughes did not care much about status--he didn't care about what people thought of him and spent little time trying to earn their respect. While Jackie Kennedy Onassis placed high value on gaining status and the respect of her social peers, Howard Hughes had both but neither made him happy.

Revenge is another goal that motivates people differently. Now that Regis Philbin has hit the big time with his show "Who Wants To Be A Millionaire," why does he keep reminding us of the times he had been passed over earlier in his career? By embarrassing those who lacked faith in him, Philbin is gaining a measure of revenge. In comparison, John F. Kennedy Jr. did not go after people who criticized him or his family. Revenge can be fun, but it is more motivating for some than for others.

You cannot find enduring happiness by aiming to have more fun or by seeking pleasure. What you need to do, as the 19th-century philosopher J.S. Mill observed, is to satisfy your basic desires and take happiness in passing.

How strongly are you motivated to obtain a successful marriage, career or family? Do you love a good meal and dining out? Must you be physically fit to be happy? Fortunately, you do not have to satisfy all 16 desires, only the five or six most important to you. After you identify your most important desires, you need to find effective ways to satisfy them. There is a catch, however. Shortly after you satisfy a

desire, it reasserts itself, motivating you to satisfy the desire all over again. After a career success, for example, you feel competent, but only for a period of time. Therefore, you need to satisfy your desires repeatedly.

How can we repeatedly satisfy our most important basic desires and find value-based happiness? Most people turn to relationships, careers, family, leisure and spirituality to satisfy their most important desires. Since we have the potential to satisfy our basic desires through relationships, we can find greater happiness by finding new relationships or by improving the ones we already have.

Our basic desires can also be satisfied through work. Steven Spielberg, for example, honored his Jewish heritage when he made the movie *Schindler's List*, the Academy award-winning film about the Holocaust. When Spielberg thinks about this accomplishment, he feels a sense of loyalty to his Jewish heritage, an intrinsically valued feeling that satisfies the desire for honor.

Rocky Graziano also found valued-based happiness through his career. Graziano was a fighter--that was who he was and who he wanted to be. He was an unhappy juvenile delinquent who got himself into fistfights. But when he became a boxer--rising to the rank of middleweight champion--he finally found work that provided a socially acceptable means for him to satisfy his passion for vengeance. Fighting had gone from a source of displeasure to a source of happiness in his life.

One way to become happier is to find a job or career that is more fulfilling than the one you have now. To do this, you need to analyse how you can use work to better satisfy your five or six most important basic desires. If you have a high desire for acceptance, for example, you need work that exposes you to little evaluation and potential criticism. If you have a high desire for order, you need work that involves minimal ambiguity and exposes you to few changes. If you are a curious person, you need a job that makes you think.

Our basic desires can also be satisfied through leisure activities. Watching sports, for example, provides us with opportunities to repeatedly experience the intrinsically valued feelings of competition, loyalty, power and revenge. When Brandi Chastain kicked the winning field goal and the United States won the 1999 World Cup in women's soccer, a surge of power went through the nation like a bolt of lightning--the crowd roared and people thrust their fists powerfully into the air. Sports produces more or less the same range of intrinsically valued feelings in fans as they do in players, which is why so many people watch.

One of the deepest ways to satisfy our desires is through spirituality. We can satisfy the desire for honor by embracing the religious denomination of our parents. A psychologically important attribute of religion is the emphasis given to the desire for unity, or to open one's heart to God. At least for some, faith is a path toward greater value-based happiness.

Value-based happiness is the great equalizer in life. You can find value-based happiness if you are rich or poor, smart or mentally challenged, athletic or clumsy, popular or socially awkward. Wealthy people are not necessarily happy, and poor people are not necessarily unhappy. Values, not pleasure, are what bring true happiness, and everybody has the potential to live in accordance with their values.

Class activity:

Students use the **Hopgood & Scally Workbook** to establish the combination of fulfilled desires which will move them to greater happiness.

(Footnote: Not surprisingly, there is a huge body of research and analysis on the subject of 'Happiness'. We have sought to give you a 'taste', an introduction – to pursue your interest further, get a hold of the books written by these 3 upon whom we've drawn.)

6.0 Customer Service – Why it matters

In research commissioned by British consulting firm, Nexus, the following thirteen factors were established.

1. Dissatisfied customers tell an average of ten other people about their bad experience.
2. 12% tell up to twenty people;
3. Satisfied customers will tell an average of five people about their positive experience;
4. It costs five times more money to attract a new customer than to keep an existing one;
5. If 20 customers are dissatisfied with your service, 19 won't bother to tell you. Fourteen of the 20 will simply take their business elsewhere;
6. Up to 90% of dissatisfied customers will not buy from you again, and they won't bother to tell you why;
7. 96% of dissatisfied customers do not complain of poor service;
8. In many service industries (yours included), quality of service is one of the few variables that can distinguish a business from its competition;
9. The first thirty seconds of a call or meeting sets the tone for the remainder of the contact. The last 30 seconds are critical to establishing lasting rapport;
10. Providing high quality service can save your business money. The same skills that lead to increased customer satisfaction also lead to increased employee productivity;
11. Customers are willing to pay more to receive better service;
12. 95% of dissatisfied customers will become loyal customers again if their complaints are handled well and quickly;
13. A good sale is GOOD SERVICE; and
14. Good service leads to increased sales.

So we have established some of the benefits of customer service excellence delivery; but how do we achieve it? Simply by measuring it. Recognising the organisation's performance is a function of the service delivery in each material transaction between staff (internal) or staff and customer (external) and then measuring customer satisfaction in each of those transactions, will ultimately lead to achieving maximum customer satisfaction,

Jan Carlson of SAS (the airline) defined these transactions as the 'moments of truth'. Against the odds when the airline was in near total financial collapse in the middle of the most competitive downturn in the international airline market, Carlson focussed on service delivery in each of these transactions and turned the airline into one of the most successful and profitable global airlines.

Most strategies for achieving increasing organisational performance rely on measuring what are called, Key Performance Indicators (KPI's) such as product

defects, waste, machine down-time and/or throughput. Each of these measures is valuable, but have limited ability to identify the cause of any deficiencies, and hence are of limited value in pointing to the best solution.

As well, most staff performance appraisal strategies rely on appraisal by a manager, self-appraisal, or a combination of manager and self-appraisal. All three methodologies are highly subjective, and fail to recognise the fact that most of any employee's impact on the organisation's efficiency is via the quality of service they deliver in each transaction to other employees and customers. As such, all three methodologies are failing to measure the most important aspects of the employee's performance - the quality of their service delivery to one another.

This process of measuring internal and external customer service delivery, also reveals ineffective communications that cause customer service to be compromised. It also gives immediate direct feedback the moment the quality of service delivery drops, without a manager always having to be involved; the best way for problems to be rectified. In this kind of organisation, managers are as much a service provider to staff, as staff are to managers and the customer.

Clearly there is no force in a business as powerful as the self-motivated, appropriately skilled and resourced team described above. Nor is there any satisfactory substitute for such a self-motivated team.

Can and does a company want to keep every customer? In short, absolutely not! What sense is there in keeping a customer who purchases little or nothing, but draws very heavily on the company's resources – its people, its materials and/or its equipment; and when doing that, they divert resources from those clients whose business make the company prosper.

Good customer service requires we manage our clients' expectations, so when they unexpectedly require more than we have 'costed' into our service, we manage that 'moment of truth' effectively; and the best way to do it, is immediately respectfully explain the service included in the transaction, and then the costs of the additional requirements, making it their choice to have, or not have that additional service; or explain why the service can't be delivered; we don't have the competence to do it, safety risks, we don't have the resources to do it. .

Class activity:

Students create difficult scenarios/'moments of truth' with difficult customers, staff and managers then role play a customer service solution

7.0 STRATEGIC BUSINESS & MARKETING PLANS

The essential processes/elements of a Strategic Business & Marketing Plan that can deliver Sustainable Competitive Advantage are a complete detailed review of all facets of the external and internal business environments, identifying the key issues that impact on the short, medium, and long term performance of the business (quantifying that impact wherever possible).

Objectives will be set to address those key issues.

Strategies will be developed to achieve each of the nominated objectives

Action Plans and implementation timetables will be developed for each strategy, nominating the personnel responsible for each aspect of implementation, and the managers responsible for monitoring and reporting on that implementation.

7.1 Planning Activity Checklist

1. Vision – CEO's current vision of the company in the market, what it does, its structure and process by which it does it.
2. Data Review Activities:
 - a) The Assets of the Business including its People
 - b) Market attractiveness of its products (Sales)
 - c) Customer analysis
 - d) Product analysis
 - e) Pareto analysis (sales in relation to customer groups)
 - f) Attitude survey (what do we all feel are the issues)
 - g) Key success factors (best practice/our practice)
 - h) Skills audit (what skills does the organisation have & need)
 - i) Financial review - Breakeven Analysis
 - j) Key performance indicators
 - k) Barriers to change
 - l) Management review (who, what do we monitor and how, key performance indicators, feedback, reward/remuneration, process management (quality), change management.)
3. Environmental Scan - *refer checklist below*
4. Issues Analysis
5. Set Goals and Objectives Addressing Issues
6. Develop Strategic Options

7. Implementation - Action Plans (activities, roles, timetable and reporting)
8. Financials
9. Structure, Roles, Processes & Reporting

7.2 Environmental Scan Checklist

7.2.1 Internal (Company) Environment

Size	Management
Complexity	Management competence
Structure	Workforce competence
Systems	Capital intensity
Communications	Technological intensity
Power structure	Product diversification
Role definitions	Market diversification
Centralisation/decentralisation	Technological diversification
Values and norms	

7.2.2 External (Company) Environment

7.2.2.1 Industry Competition

- Concentration and number of competitors
- Relative market shares of competitors
- Merger and acquisition trends
- Customer attitudes towards competitors
- Market Growth trends
- Size as competitive tool
- Shrinking product life-cycles
- Reduced forecasting horizons

7.2.2.2 Buyers

- Concentration of number of buyers
- Distortion of the 80/20 rule
- Dependence on one particular industry
- Linkages between customers and competitors

7.2.2.3 New Entrants

- Market attractiveness
- Easy access to distribution channel
- Number of organisations able to “buy in”

7.2.2.4 Suppliers

- Shortage of strategic resources
- Importance of suppliers' input

7.2.2.5 Substitute Products or Services

- Relative prices of substitutes
- Number of possible substitutes in existence
- Product improvements based on process improvements

7.3. Macro Environment

7.3.1 Political

- Trends in developing countries
- Government control on business
- Relative prices of substitutes
- Legislation restricting trading partners
- Protectionism versus free trade
- Union pressure

7.3.2. Economic

- Monetary trends
- Inflationary trends
- Growth of service by sector

7.3.3 Social

- Affluence of consumers
- Change in age distribution of consumers
- Social attitudes towards business
- Changing work attitudes
- Minority group pressure

7.3.4 Technological

- Technology as a competitive tool
- Technological breakthroughs
- Level of threat represented by:-
 - Applied technology
 - Developed technology
 - Emerging technology
 - Conceptualised technology

It is essential that any Plan be based upon a reliable understanding of the markets (and their dynamics), currently and potentially available to your business. In this "Draft" form, the Plan must canvass all possible strategic options. In so doing it will provide the basis for management decision-making, planning and implementation.

Any valuable Plan requires that you know what is the current appeal of the brand/s and product/s to each of the current and potential markets;

- trade segments
- consumer segments
- retail trade segments
- distributors

out of which will emerge a real appreciation of the markets' dynamics and your ability to influence those dynamics.

It is envisaged that in order to produce a Plan that will incorporate an analysis of the comparative potential and demands of each of the strategic options offered, it will often be necessary to conduct trade research as well as initial guiding, consumer (internal and external, observational, phone and face-to-face) research of all potential purchasers and users.

Experience has shown that there are essentially three viable research options in the strategic planning endeavour (over 90% of new products launched fail, and over 70% of those are researched — they fail because the distinction of roles, strategist and researcher, is invariably not appreciated):

Desk research to quantify the size of the markets and consumer and trade research (via limited face-to-face and phone research) to establish the market dynamics and their 'drivers' by interviewing representative samples of buyers in the distributor, trade and retail outlets operating within all distribution channels to establish:

- perceptions of the current and potential performance of each product/service and its main competitors.
- profit contribution of the category and their (distributors, trade and retailers) interest in any area of the market
- perceptions of areas of untapped potential
- perceptions of the various competitors and their performance and the impact their "way of doing business" (the competitors) has on the market
- perceptions of what they would like from their ideal supplier
- their perceptions of the performance of past promotions by suppliers — what do they feel works the best?
- the nature, preferences (product, brand, packaging and distribution) and behaviour of the various relevant market segments, possibly also testing their reactions to alternate distribution channels, packaging and/or positionings.

Test marketing in an isolated (in the marketing sense) regional area

Highly sophisticated and quantified research that defines:

- the total market's products'/services' brand personalities
- the way in which the products'/services' characteristics and brand positionings are related, and are influenced by pricing, distribution and their positioning (launch) communications
- the markets' segments and their varying purchasing behaviours based upon changing preferences, usage occasion, and (in turn) their linkage to purchasing behaviours and their determinants

Class activity:

Students review and discuss a Strategic Business and Marketing Plan produced for a business; the Plan will be provided by Phil Enright

8.0 NETWORKING STRATEGIES AND BUILDING RAPPORT FOR RELATIONSHIPS

'Networking', the 'old boy network'; 'working the system'; 'I'll scratch your back if you scratch mine' – we all use these phrases regularly, often in jest, but also to point to the ways we take advantage of connections, developing useful relationships from vague beginnings or old associations.

Most of us, whether we recognise it or not, are informal 'networkers'. We tap into the 'old boy network'. But we all use our connections to find things out, to get jobs done, to keep ourselves in touch with opportunities, to stay informed about worthwhile investments, or even horses to bet on!

Some of us are natural networkers; some have learned the game; others have, by necessity, adopted networking as a working practice.

Networking, and working the net, involve a great deal more than keeping a card index system up to date. Nevertheless, **the system is as inseparable from networking** as organisation is from strategy. So what are the key skills for successful networking?

8.1 The Real Communications Art

Communication is an art as well as a skill. Effective communication is never a one-way process. Communication is not only about conveying verbal and written messages, or even about listening. It is also about interpreting and understanding. It's not what people say, it's **what they mean or what they feel** that the outstanding communicator can discern. If networking is all about **striking up relationships** and finding grounds for mutual interest; about gathering data, about unloading information from the minds of others; then **empathy, understanding and the means to discern what motivates others are critical elements**.

Information may be the answer – but what is the question? You may feel this is a familiar statement.

The effective networker knows the right questions to ask. He or she will already have thought out what is to be gained from meeting a specific contact, and will have a **clear agenda for any meeting or telephone conversation**.

8.2 Interrogation

Networkers have to be interrogators. They will often be required to tease out what their subject may not wish to reveal. Interrogation is the right word. Of course it must be kindly and courteous, and often **the process must offer the person being interrogated something from the deal**. 'What's in it for me?' is a very pertinent question.

We can reach new customers through the networks we have built up, though dedicated large-scale approaches to relationship marketing require the establishment of what is essentially a formal process of networking.

Everyone in the company is trained to work single-mindedly towards **the goal of moving customers from the dissatisfied into the satisfied category** and swelling the ranks of the loyal customer group.

8.3 Telemarketing, networking and databases

Direct marketing techniques are an important element in the relationship marketing approach. Direct mail, customer letters and, increasingly, telemarketing carried out by skilled professionals, bring form and structure to the building of networks with varieties of people in and around customer organisations.

8.4 Expanding the customer base through use of the network

In the consumer field, we all know that the most effective form of promotion is referral or a good testimonial from a third party who has had prior experience of our service.

8.5 The twelve steps for success

Step 1: Have a set of goals and a plan. “Beware of what you want, for you shall surely get it!”

Step 2: “No” means not now – to the opportunity, not you! **People don’t mean “no”, they mean “not now”**. What is important is that you are still there when it is the right time.

Step 3: Define the Prospect Client or Partner with whom you wish to build a relationship. Good new prospects can look very like your current excellent clients. Ask yourself:

- What is it about your current clients that you like, in terms of their personalities and how they deal with you?
- What do your existing clients think of our service?
Talk to them and find out what they think.
- Which of your existing clients are most profitable? Why are they profitable and how can you use this information to define similar prospects?
- What clients have you lost and why? This is an issue that you will want to face squarely and examine carefully. It’s rare for people to hear what they don’t want to hear. Have courage. Ask, listen and learn. Building relationships slowly with contact over a period of time creates trust and takes away the sense of “This is going to hurt”.

Step 4: Make contact at least every 3 months.

Step 5: Know what you offer.

Step 6: Look like the business you want to be.

Step 7: Sound like the business you want to be.

Step 8: Be consistent. Do not confuse your clients and prospects with new

sounds, new colours, new messages.

Step 9: Be effective by making special continuous offers to develop the relationship.

Step 10: Be organised.

Step 11: Persistence pays.

Step 12: Understand yourself.

8.6 Natural Partners – Who Are They?

They're like you. They work in service industries and may be white or blue collar, professional, self-employed or managers. Many of them will be self-employed, in which case their partners may be heavily involved in managing their businesses and finances.

An accountant may also be relied upon and may be looking for networking opportunities.

8.7 How We Can Help Each Other

Simply by understanding each other's needs, and responding accordingly. The majority of your potential partners will be short of time and cash – however, a significant proportion are likely to be “empty nesters”. If so, they are more time “rich” and are able to really feel as if they can improve their situation.

They have the same expectations of service provider partners as do Clients and prospects. They will only wish to partner with those they perceive to share their values and approach to business.

Here are Some Business Relationship, Conversation Starters You Can Adapt and Draw From:

- What are your plans for the (farm, business, future, etc..)?
- Where are you hoping to take the business?
- What efforts have you made to grow the business/personal wealth and what were the outcomes?
- What investments do you prefer and feel most comfortable with?
- What other investments have you heard about, that interest you?
- Are there any areas in the share market that interest you?
- Have you ever considered another direct investment in a business venture – your own or with a partner?

Class activity:

Students role play how they might initiate a relationship with a business person they perceive may be able to assist them with creating a business for themselves.

9.0 LEADERSHIP THAT GETS RESULTS

Warren Bennis and Daniel Goleman have researched, analysed and published some of the most useful insights into this crucial subject; Bennis observed, 'The leadership trick today is knowing how to organize genius, herd cats, and work well in teams.'

Daniel Goleman observed, ask any group of business people "What do effective leaders do?" and you'll hear a sweep of answers. Leaders set strategy; they motivate; they create a mission; they build a culture. Then ask "What *should* leaders do?" If the group is seasoned, you'll likely hear one response: the leader's singular job is to get results.

But how? The mystery of what leaders can and ought to do in order to spark the best performance from their people is age-old. In recent years, that mystery has spawned an entire cottage industry: literally thousands of "leadership experts" have made careers of testing and coaching executives, all in pursuit of creating business people who can turn bold objectives - be they strategic, financial, organizational, or all three - into reality.

Still, effective leadership eludes many people and organizations. One reason is that until recently, virtually no quantitative research has demonstrated which precise leadership behaviors yield positive results. Leadership experts proffer advice based on inference, experience, and instinct. Sometimes that advice is right on target; sometimes it's not.

But new research by the consulting firm Hay/McBer, which draws on a random sample of over 3,000 executives selected from a database of more than 20,000 executives worldwide, takes much of the mystery out of effective leadership. The research found six distinct leadership styles, each springing from different components of emotional intelligence. The styles, taken individually, appear to have a direct and unique impact on the working atmosphere of a company, division, or team, and in turn, on its financial performance. And perhaps most important, the research indicates that leaders with the best results do not rely on only one leadership style; they use most of them in a given week-seamlessly and in different measure - depending on the business situation. Imagine the styles, then, as the array of clubs in a golf pro's bag.

What are the six styles of leadership? *Coercive leaders* demand immediate compliance. *Authoritative leaders* mobilize people toward a vision. *Affiliative leaders* create emotional bonds and harmony. *Democratic leaders* build consensus through participation. *Pacesetting leaders* expect excellence and self-direction. And *coaching leaders* develop people for the future.

Close your eyes and you can surely imagine a colleague who uses any one of these styles. You most likely use at least one yourself. What is new in this research, then, is its implications for action. First, it offers a fine-grained understanding of how different leadership styles affect performance and results. Second, it offers clear guidance on when a manager should switch between them. It also strongly suggests that switching flexibly is well advised. New, too, is the research's finding that each leadership style springs from different components of emotional intelligence.

9.1 Measuring Leadership's Impact

It has been more than a decade since research first linked aspects of emotional intelligence to business results. The late David McClelland, a noted Harvard University psychologist, found that leaders with strengths in a critical mass of six or more emotional intelligence competencies were far more effective than peers who lacked such strengths. For instance, when he analyzed the performance of division heads at a global food and beverage company, he found that among leaders with this critical mass of competence, 87% placed in the top third for annual salary bonuses based on their business performance. More telling, their divisions on average outperformed yearly revenue targets by 15 % to 20 %. Those executives who lacked emotional intelligence were rarely rated as outstanding in their annual performance reviews, and their divisions underperformed by an average of almost 20%.

The research set out to gain a more molecular view of the links among leadership and emotional intelligence, and climate and performance. A team of McClelland's colleagues headed by Mary Fontaine and Ruth Jacobs from Hay/McBer studied data about or observed thousands of executives, noting specific behaviors and their impact on climate.' How did each individual motivate direct reports? Manage change initiatives? Handle crises? It was a later phase of the research that identified which emotional intelligence capabilities drive the six leadership styles. How does the leader rate in terms of self-control and social skill? Does a leader show high or low levels of empathy?

The team tested each executive's immediate ; sphere of influence for its climate. "Climate" is not an amorphous term. First defined by psychologists George Litwin and Richard Stringer and later refined by McClelland and his colleagues, it refers to six key factors that influence an organization's working environment: its *flexibility*- that is, how ; free employees feel to innovate unencumbered by ' red tape; their sense of *responsibility* to the organization; the level of *standards* that people set; the sense of accuracy about performance feedback and aptness of *rewards*; the *clarity* people have about mission and values; and finally, the level of *commitment* to a common purpose.

The researchers found that all six leadership styles have a measurable effect on each aspect of climate. (For details, see the exhibit "Getting Molecular: The Impact of Leadership Styles on Drivers of Climate.") Further, when the researchers looked at the impact of climate on financial results-such as return on sales, revenue growth, efficiency, and profitability- the researchers found a direct correlation between the two. Leaders who used styles that positively affected the climate had decidedly better financial results than those who did not. That is not to say, that organizational climate is the only driver of performance. Economic conditions and competitive dynamics matter enormously. But analysis strongly suggests that climate accounts for nearly a third of results. And that's simply too much of an impact to ignore.

9.2 The Styles in Detail

Executives use six leadership styles, but only four of the six consistently have a positive effect on climate and results. Let's look then at each style of leadership in detail.

9.2.1 The Coercive Style

The computer company was in crisis mode -its sales and profits were falling, its stock was losing value precipitously, and its shareholders were in an uproar. The board brought in a new CEO with a reputation as a turnaround artist. He set to work chopping jobs, selling off divisions, and making the tough decisions that should have been executed years before. The company was saved, at least in the short-term. From the start, though, the CEO created a reign of terror, bullying and demeaning his executives, roaring his displeasure at the slightest misstep. The company's top echelons were decimated not just by his erratic firings but also by defections. The CEO's direct reports, frightened by his tendency to blame the bearer of bad news, stopped bringing him any news at all. Morale was at an all-time low -a fact reflected in another downturn in the business after the short-term recovery. The CEO was eventually fired by the board of directors.

It's easy to understand why of all the leadership styles, the coercive one is the least effective in most situations. Consider what the style does to an organization's climate. Flexibility is the hardest hit. The leader's extreme top-down decision making kills new ideas on the vine. People feel so disrespected that they think, "I won't even bring my ideas up they'll only be shot down." Likewise, people's sense of responsibility evaporates: unable to act on their own initiative, they lose their sense of ownership and feel little accountability for their performance. Some become so resentful they adopt the attitude, "I'm not going to help this bastard."

Coercive leadership also has a damaging effect on the rewards system. Most high-performing workers are motivated by more than money. They seek the satisfaction of work well done. The coercive style erodes such pride. And finally, the style undermines one of the leader's prime tools -motivating people by showing them how their job fits into a grand, shared mission. Such a loss, measured in terms of diminished clarity and commitment, leaves people alienated from their own jobs, wondering, "How does any of this matter?"

Given the impact of the coercive style, you might assume it should never be applied. The research, however, uncovered a few occasions when it worked masterfully. Take the case of a division president who was brought in to change the direction of a food company that was losing money. His first act was to have the executive conference room demolished. To him, the room-with its long marble table that looked like "the deck of the Starship Enterprise", symbolized the tradition-bound formality that was paralyzing the company. The destruction of the room, and the subsequent move to a smaller, more informal setting, sent a message no one could miss, and the division's culture changed quickly in its wake.

That said, the coercive style should be used only with extreme caution and in the few situations when it is absolutely imperative, such as during a turnaround or when a hostile takeover is looming. In those cases, the coercive style can break failed business habits and shock people into new ways of working. It is always appropriate during a genuine emergency, like in the aftermath of an earthquake or a fire. And it can work with problem employees with whom all else has failed. But if a leader relies solely on this style or continues to use it once the emergency passes, the long-term impact of his insensitivity to the morale and feelings of those he leads will be ruinous.

9.2.2 The Authoritative Style

Tom was the vice president of marketing at a floundering national restaurant chain that specialized in pizza. Needless to say, the company's poor performance troubled the senior managers, but they were at a loss for what to do. Every Monday, they met to review recent sales, struggling to come up with fixes. To Tom, the approach didn't make sense. "We were always trying to figure out why our sales were down last week. We had the whole company looking backward instead of figuring out what we had to do tomorrow."

Tom saw an opportunity to change people's way of thinking at an off-site strategy meeting. There, the conversation began with stale truisms: the company had to drive up shareholder wealth and increase return on assets. Tom believed those concepts didn't have the power to inspire a restaurant manager to be innovative or to do better than a good enough job.

So Tom made a bold move. In the middle of a meeting, he made an impassioned plea for his colleagues to think from the customer's perspective. Customers want convenience, he said. The company was not in the restaurant business, it was in the business of distributing high-quality, convenient-to-get pizza. That notion - and nothing else - should drive everything the company did.

With his vibrant enthusiasm and clear vision, the hallmarks of the authoritative style, Tom filled a leadership vacuum at the company. Indeed, his concept became the core of the new mission statement. But this conceptual breakthrough was just the beginning. Tom made sure that the mission statement was built into the company's strategic planning process as the designated driver of growth. And he ensured that the vision was articulated so that local restaurant managers understood they were the key to the company's success and were free to find new ways to distribute pizza.

Changes came quickly. Within weeks, many local managers started guaranteeing fast, new delivery times. Even better, they started to act like entrepreneurs, finding ingenious locations to open new branches: kiosks on busy street corners and in bus and train stations, even from carts in airports and hotel lobbies.

Tom's success was no fluke. The research indicates that of the six leadership styles, the authoritative one is most effective, driving up every aspect of climate. Take clarity. The authoritative leader is a visionary; he motivates people by making clear to them how their work fits into a larger vision for the organization. People who work for such leaders understand that what they do matters and why.

Authoritative leadership also maximizes commitment to the organization's goals and strategy. By framing the individual tasks within a grand vision, the authoritative leader defines standards that revolve around that vision. When he gives performance feedback - whether positive or negative - the singular criterion is whether or not that performance furthers the vision. The standards for success are clear to all, as are the rewards. Finally, consider the style's impact on flexibility. An authoritative leader states the end but generally gives people plenty of leeway to devise their own means. Authoritative leaders give people the freedom to innovate, experiment, and take calculated risks.

Because of its positive impact, the authoritative style works well in almost any business situation. But it is particularly effective when a business is adrift. An authoritative leader charts a new course and sells his people on a fresh long-term vision.

The authoritative style, powerful though it may be, will not work in every situation. The approach fails, for instance, when a leader is working with a team of experts or peers who are more experienced than he is; they may see the leader as pompous or out-of-touch. Another limitation: if a manager trying to be authoritative becomes overbearing, he can undermine the egalitarian spirit of an effective team. Yet even with such caveats, leaders would be wise to grab for the authoritative "club" more often than not. It may not guarantee a hole in one, but it certainly helps with the long drive.

9.2.3 The Affiliative Style

If the coercive leader demands, "Do what I say," and the authoritative urges, "Come with me," the affiliative leader says, "People come first." This leadership style revolves around people -its proponents value individuals and their emotions more than tasks and goals. The affiliative leader strives to keep employees happy and to create harmony among them. He manages by building strong emotional bonds and then reaping the benefits of such an approach, namely fierce loyalty. The style also has a markedly positive effect on communication. People who like one another a lot talk a lot. They share ideas; they share inspiration. And the style drives up flexibility; friends trust one another, allowing habitual innovation and risk taking. Flexibility also rises because the affiliative leader, like a parent who adjusts household rules for a maturing adolescent, doesn't impose unnecessary strictures on how employees get their work done. They give people the freedom to do their job in the way they think is most effective.

As for a sense of recognition and reward for work well done, the affiliative leader offers ample positive feedback. Such feedback has special potency in the workplace because it is all too rare: outside of an annual review, most people usually get no feedback on their day-to-day efforts-or only negative feedback. That makes the affiliative leader's positive words all the more motivating. Finally, affiliative leaders are masters at building a sense of belonging. They are, for instance, likely to take their direct reports out for a meal or a drink, one-on-one, to see how they're doing. They will bring in a cake to celebrate a group accomplishment. They are natural relationship builders.

Joe Torre, the heart and soul of the New York Yankees, is a classic affiliative leader. During the 1999 World Series, Torre tended ably to the psyches of his players as they endured the emotional pressure cooker of a pennant race. All season long, he made a special point to praise Scott Brosius, whose father had died during the season, for staying committed even as he mourned. At the celebration party after the team's final game, Torre specifically sought out right fielder Paul O'Neill. Although he had received the news of his father's death that morning, O'Neill chose to play in the decisive game-and he burst into tears the moment it ended. Torre made a point of acknowledging O'Neill's personal struggle, calling him a "warrior." Torre also used the spotlight of the victory celebration to praise two players whose return the following year was threatened by contract disputes. In doing so, he sent a clear

message to the team and to the club's owner that he valued the players immensely - too much to lose them.

Along with ministering to the emotions of his people, an affiliative leader may also tend to his own emotions openly. The year Torre's brother was near death awaiting a heart transplant, he shared his worries with his players. He also spoke candidly with the team about his treatment for prostate cancer.

The affiliative style's generally positive impact makes it a good all-weather approach, but leaders should employ it particularly when trying to build team harmony, increase morale, improve communication, or repair broken trust. For instance, one executive in the study was hired to replace a ruthless team leader. The former leader had taken credit for his employees' work and had attempted to pit them against one another. His efforts ultimately failed, but the team he left behind was suspicious and weary. The new executive managed to mend the situation by unstintingly showing emotional honesty and rebuilding ties. Several months in, the subsequent leader had created a renewed sense of commitment and energy.

Despite its benefits, the affiliative style should not be used alone. Its exclusive focus on praise can allow poor performance to go uncorrected; employees may perceive that mediocrity is tolerated. And because affiliative leaders rarely offer constructive advice on how to improve, employees must figure out how to do so on their own. When people need clear directives to navigate through complex challenges, the affiliative style leaves them rudderless. Indeed, if overly relied on, this style can actually steer a group to failure. Perhaps that is why many affiliative leaders, including Torre, use this style in close conjunction with the authoritative style. Authoritative leaders state a vision, set standards, and let people know how their work is furthering the group's goals. Alternate that with the caring, nurturing approach of the affiliative leader, and you have a potent combination.

9.2.4 The Democratic Style

Sister Mary ran a Catholic school system in a large metropolitan area. One of the schools -the only private school in an impoverished neighborhood - had been losing money for years, and the archdiocese could no longer afford to keep it open. When Sister Mary eventually got the order to shut it down, she didn't just lock the doors. She called a meeting of all the teachers and staff at the school and explained to them the details of the financial crisis - the first time anyone working at the school had been included in the business side of the institution. She asked for their ideas on ways to keep the school open and on how to handle the closing, should it come to that. Sister Mary spent much of her time at the meeting just listening.

She did the same at later meetings for school parents and for the community and during a successive series of meetings for the school's teachers and staff. After two months of meetings, the consensus was clear: the school would have to close. A plan was made to transfer students to other schools in the Catholic system.

The final outcome was no different than if Sister Mary had gone ahead and closed the school the day she was told to. But by allowing the school's constituents to reach that decision collectively, Sister Mary received none of the backlash that would have

accompanied such a move. People mourned the loss of the school, but they understood its inevitability. Virtually no one objected.

Compare that with the experiences of a priest in the same research project who headed another Catholic school. He, too, was told to shut it down. The result was disastrous: parents filed lawsuits, teachers and parents picketed, and local newspapers ran editorials attacking his decision. It took a year to resolve the disputes before he could finally go ahead and close the school.

Sister Mary exemplifies the democratic style in action-and its benefits. By spending time getting people's ideas and buy-in, a leader builds trust, respect, and commitment. By letting workers themselves have a say in decisions that affect their goals and how they do their work, the democratic leader drives up flexibility and responsibility. And by listening to employees' concerns, the democratic leader learns what to do to keep morale high. Finally, because they have a say in setting their goals and the standards for evaluating success, people operating in a democratic system tend to be very realistic about what can and cannot be accomplished.

However, the democratic style has its drawbacks, which is why its impact on climate is not as high as some of the other styles. One of its more exasperating consequences can be endless meetings where ideas are mulled over, consensus remains elusive, and the only visible result is scheduling more meetings. Some democratic leaders use the style to put off making crucial decisions, hoping that enough thrashing things out will eventually yield a blinding insight. In reality, their people end up feeling confused and leaderless. Such an approach can even escalate conflicts.

When does the style work best? This approach is ideal when the leader is uncertain about the best direction to take and needs ideas and guidance from able employees. And even if the leader has a strong vision, the democratic style works well to generate fresh ideas for executing that vision.

The democratic style, of course, makes much less sense when employees are not competent or informed enough to offer sound advice. And it almost goes without saying that building consensus is wrongheaded in times of crisis. Take the case of a CEO whose computer company was severely threatened by changes in the market. He always sought consensus about what to do. As competitors stole customers and customers' needs changed, he kept appointing committees to consider the situation. When the market made a sudden shift because of a new technology, the CEO froze in his tracks. The board replaced him before he could appoint yet another task force to consider the situation. The new CEO, while occasionally democratic and affiliative, relied heavily on the authoritative style, especially in his first months.

9.2.5 The Pacesetting Style

Like the coercive style, the pacesetting style has its place in the leader's repertory, but it should be used sparingly. That's not what the researchers expected to find. After all, the hallmarks of the pacesetting style sound admirable. The leader sets extremely high performance standards and exemplifies them. He/she is obsessive about doing things better and faster, and asks the same of everyone. He/she quickly pinpoints poor performers and demands more from them. If they don't rise to the

occasion, he/she replaces them with people who can. You would think such an approach would improve results, but it doesn't.

In fact, the pacesetter style destroys climate. Many employees feel overwhelmed by the pacesetter's demands for excellence, and their morale drops. Guidelines for working may be clear in the leader's head, but does not state them clearly; expects people to know what to do and even thinks, "If I have to tell you, you're the wrong person for the job." Work becomes not a matter of doing one's best along a clear course so much as second-guessing what the leader wants. At the same time, people often feel that the pacesetter doesn't trust them to work in their own way or to take initiative. Flexibility and responsibility evaporate; work becomes so task focused and routinized it's boring.

As for rewards, the pacesetter either gives no feedback on how people are doing or jumps in to take over when he/she thinks they're lagging. And if the leader should leave, people feel directionless - they're so used to "the expert" setting the rules. Finally, commitment dwindles under the regime of a pacesetter leader because people have no sense of how their personal efforts fit into the big picture.

For an example of the pacesetter style, take the case of Sam, a biochemist in research and development (R&D) at a large pharmaceutical company. Sam's superb technical expertise made him an early star: He was the one everyone turned to when they needed help. Soon he was promoted to head of a team developing a new product. The other scientists on the team were as competent and self-motivated as Sam. In his team leader role he offered himself as a model of how to do first-class scientific work under tremendous deadline pressure, pitching in when needed. His team completed its task in record time.

But then came a new assignment: Sam was put in charge of R&D for his entire division. As his tasks expanded and he had to articulate a vision, coordinate projects, delegate responsibility, and help develop others, Sam began to slip. Not trusting that his subordinates were as capable as he was, he became a micromanager, obsessed with details and taking over for others when their performance slackened. Instead of trusting them to improve with guidance and development, Sam found himself working nights and weekends after stepping in to take over for the head of a floundering research team. Finally, his own boss suggested, to his relief, that he return to his old job as head of a product development team.

Although Sam faltered, the pacesetter style isn't always a disaster. The approach works well when all employees are self-motivated, highly competent, and need little direction or coordination - for example, it can work for leaders of highly skilled and self-motivated professionals, like R&D groups or legal teams. And, given a talented team to lead, pacesetter does exactly that: gets work done on time or even ahead of schedule. Yet like any leadership style, pacesetter should never be used by itself.

9.2.6 The Coaching Style

A product unit at a global computer company had seen sales plummet from twice as much as its competitors to only half as much. So Lawrence, the president of the manufacturing division, decided to close the unit and reassign its people and

products. Upon hearing the news, James, the head of the doomed unit, decided to go over his boss's head and plead his case to the CEO.

What did Lawrence do? Instead of blowing up at James, he sat down with his rebellious direct report and talked over not just the decision to close the division but also James's future. He explained to James how moving to another division would help him develop new skills. It would make him a better leader and teach him more about the company's business.

Lawrence acted more like a counsellor than a traditional boss. He listened to James's concerns and hopes, and he shared his own. He said he believed James had grown stale in his current job; it was, after all, the only place he'd worked in the company. He predicted that James would blossom in a new role.

The conversation then took a practical turn. James had not yet had his meeting with the CEO - the one he had impetuously demanded when he heard of his division's closing. Knowing this, and also knowing that the CEO unwaveringly supported the closing, Lawrence took the time to coach James on how to present his case in that meeting. "You don't get an audience with the CEO very often," he noted, "let's make sure you impress him with your thoughtfulness." He advised James not to plead his personal case but to focus on the business unit: "If he thinks you're in there for your own glory, he'll throw you out faster than you walked through the door." And he urged him to put his ideas in writing; the CEO always appreciated that.

Lawrence's reason for coaching instead of scolding? "James is a good guy, very talented and promising," the executive explained to us, "and I don't want this to derail his career. I want him to stay with the company, I want him to work out, I want him to learn, I want him to benefit and grow. Just because he screwed up doesn't mean he's terrible."

Lawrence's actions illustrate the coaching style par excellence. Coaching leaders help employees identify their unique strengths and weaknesses and tie them to their personal and career aspirations. They encourage employees to establish long-term development goals and help them conceptualize a plan for attaining them. They make agreements with their employees about their role and responsibilities in enacting development plans, and they give plentiful instruction and feedback. Coaching leaders excel at delegating; they give employees challenging assignments, even if that means the tasks won't be accomplished quickly. In other words, these leaders are willing to put up with short-term failure if it furthers long-term learning.

Of the six styles, the research found that the coaching style is used least often. Many leaders find they don't have the time in this high-pressure economy for the slow and tedious work of teaching people and helping them grow. But after a first session, it takes little or no extra time. Leaders who ignore this style are passing up a powerful tool: its impact on climate and performance are markedly positive.

Admittedly, there is a paradox in coaching's positive effect on business performance because coaching focuses primarily on personal development, not on immediate work-related tasks. Even so, coaching improves results. The reason: it requires constant dialogue, and that dialogue has a way of pushing up every driver of climate.

Take flexibility. When an employee knows his boss watches him and cares about what he does, he feels free to experiment. After all, he's sure to get quick and constructive feedback. Similarly, the ongoing dialogue of coaching guarantees that people know what is expected of them and how their work fits into a larger vision or strategy. That affects responsibility and clarity. As for commitment, coaching helps there, too, because the style's implicit message is, *"I believe in you, I'm investing in you, and I expect your best efforts."* Employees very often rise to that challenge with their heart, mind, and soul.

The coaching style works well in many business situations, but it is perhaps most effective when people on the receiving end are *"up for it."* For instance, the coaching style works particularly well when employees are already aware of their weaknesses and would like to improve their performance. Similarly, the style works well when employees realize how cultivating new abilities can help them advance. In short, it works best with employees who want to be coached.

By contrast, the coaching style makes little sense when employees, for whatever reason, are resistant to learning or changing their ways. And it flops if the leader lacks the expertise to help the employee along. The fact is, many managers are unfamiliar with or simply inept at coaching, particularly when it comes to giving ongoing performance feedback that motivates rather than creates fear or apathy. Some companies have realized the positive impact of the style and are trying to make it a core competence. At some companies, a significant portion of annual bonuses are tied to an executive's development of his or her direct reports. But many organizations have yet to take full advantage of this leadership style. Although the coaching style may not scream "bottom-line results," it delivers them.

Leaders Need Many Styles

Many studies, including this one, have shown that the more styles a leader exhibits, the better. Leaders who have mastered four or more - especially the authoritative, democratic, affiliative, and coaching styles - have the very best climate and business performance. And the most effective leaders switch flexibly among the leadership styles as needed. Although that may sound daunting, it occurs more often than one might guess, at both large corporations and tiny start-ups, by seasoned veterans who could explain exactly how and why they lead and by entrepreneurs who claim to lead by gut alone.

Such leaders don't mechanically match their style to fit a checklist of situations - they are far more fluid. They are exquisitely sensitive to the impact they are having on others and seamlessly adjust their style to get the best results. These are leaders, for example, who can read in the first minutes of conversation that a talented but underperforming employee has been demoralized by an unsympathetic, *"do it the way I tel -you"*, manager and needs to be inspired through a reminder of why their work matters. Or that leader might choose to reenergize the employee by asking them about their dreams and aspirations and finding ways to make their job more challenging. Or that initial conversation might signal that the employee needs an ultimatum: improve or leave.

Class activity:

Students discuss, in terms of the styles outlined above, the leadership styles of the leaders they encounter in their lives

10.0 EFFECTIVE SALES TEAM MANAGEMENT

Sales activity in most organisations must be focused around four key activity areas:

1. existing customer maintenance and development (increase penetration and loyalty).
2. new customer acquisition (contact and building sales presentation)
3. new customer conversion (proof of concept and move to buying mode)
4. marketplace management (market research and targeting)

There are 2 key facets to effective sales team management, people and customer relationship management.

People Management:

People management is staff management. If people are not happy, motivated, focussed and winning then they will be disorientated/disillusioned people which equates to low sales and low morale. It is important to have the team focussed in achieving realistic targets and all singing the same tune.

It is critical that a manager know what makes their people tick ie their strengths and weaknesses.

Knowing and sharing everyone's strengths is key. Create an opportunity for everyone to share their experience, new ideas, successes etc with the other team members. There is no room for show ponies or individual workers in a true team. The team should have sales targets that need to be achieved and a will to achieve them a lot faster by helping each other.

Knowing and addressing their weaknesses. Having established a salesperson's weaknesses through discussing their strategies and outcomes, the manager must put an agreed plan in place. Together, the manager and salesperson sign off on it and monitor it 6 monthly. The plan can be finding the salesperson a different job within the organisation, extra training, joint customer meetings with constructive feedback, creating a buddy system with another salesperson etc. In the process the manager and salesperson establish what the salesperson wants from their job and what they enjoy and what can progress their career. For example, do they like the customer relationship side? What are their future aspirations - study an MBA, become a manager or team leader etc

The sales manager also needs to know what strategies their salespeople are employing to ensure that it is in the right direction. Having weekly "one on one" meetings with each operative (the same time every week). provides an opportunity to talk about issues, roadblocks, brainstorm ideas and share experiences. Also have fortnightly or monthly team meetings. This is where the talk would cover how sales are tracking compared to target, discuss common issues, share competitive information and product updates (presented by marketing, R&D, etc.). It is also an opportunity for one member of staff to present a success story, so all can learn from it.

10.1 Customer Relationship Management:

- To develop a relationship with your customers you need to :
- Know your products, its benefits, the limitations, the technology, the competition and the market you're targeting and why.
- Know your industry and your customers industry
- Know your customer ie who are the decision makers, what is the decision making process, what is your customer's budget availability for your products, what are your customer's planning cycles, how do your customers make money and who are your customers. You may have to build the relationship from the bottom up and it may be a slow process but sales are not made overnight and expectations should be realistic to avoid disappointments.
- Be professional in looks and presentation. First impressions always matter. Be prepared by having a set agenda and time frame designated for the meeting. Proposals should always be carefully prepared and professionally presented.
- Have regular meetings with your customers ie monthly or quarterly. This is an opportunity for you to know of any changes with your customer and for you to update your customer with new products/pricing etc. Knowledge is key.
- Have a good Customer Relationship Management (CRM) system that tracks sales sold, sales opportunities and customer information.

11.0 CREATING A STRONG BRAND OR “IMAGE” FOR YOUR BUSINESS, PRODUCTS AND / OR SERVICES

To reap the benefits of a strong brand requires discipline to achieve consistency and focus in all the communication.

11.1 Defining the Brand and Creating the Positioning – The Communications Strategy

The start point of any communications development has to be the long term, overall perception that we wish the brand to have in the minds of its consumer.

So for each brand you need a single overall communications strategy statement which is then complemented by individual project (or job) briefs as specific jobs are undertaken, eg., a sales promotion, or a TV Commercial. These individual projects are then developed with the express purpose of aiding the achievement of the long-term perceptions of the brand.

In writing communications strategies, you are in fact dictating by that thought process, all of the varying ways by which the consumer perception of a brand is formulated.

To achieve this disciplined approach and its benefits, it means you have to have a clear understanding of how branding operates in the mind of the consumer and how the mechanics of advertising and other communication affects the perception of the brand.

11.2 Branding

A brand name is a convenient shorthand which should evoke in the mind of a potential or actual consumer, a series of hopefully positive images. If these are sufficiently positive, then you have a potential market leader. If not, you have some work to do with your consumer.

These images in consumers' minds are in a constant state of flux. The market place, and the brand's own activity within it, are either creating images, maintaining them or modifying them. Rarely, if ever, is a brand's consumer perception static.

11.3 Process

The development of a communications strategy requires a number of specific questions that must be answered in order to make it a meaningful business document, against which all communication can be judged, and a constructive directional document for the company.

The format falls naturally into two parts:

1. The business/functional aspects of the briefing and
2. The emotive, aspirational and personality aspects of the brief

11.3.1 The Business / Functional Aspects

- *Marketing Objectives of the Communication* - Every piece of communication has a marketing objective. The purpose of this paragraph is to relate the mechanism by which the communication will deliver against the marketing objective. To take an example. Suppose the marketing

objective of a brand is to increase its brand share from 18% to 25%. There are two key ways you might attempt that. One is by persuading existing customers to consume more, and the other is to persuade new potential consumers to trial the brand. For Dodge Ram for instance, market shares suggest that our objective should be to take share from the market leader, that is, convert existing Ford (pick-up) owners. However, if research were to show Ford owners to be strongly loyal, it may be preferable to focus on converting Chevy owners. I suggest that depending on which of those two you chose, the final execution could be very different.

- *Key Problem the Communication Must Solve*- What we are dealing with here is the basic issue (and perhaps that's a better word than problem) that the communication should address. In other words, to follow through the example above, we must here understand the reason why existing Ford owners appear to have that strong loyalty, and what are the drivers of purchasers of Dodge and Chevy.

Having established the task to be achieved, we turn to the tools with which we will accomplish that task. I refer to the product, the positioning of the product and the personality with which the product is to be invested by the communications (the advertising).

11.3.2 'The Product'

In the product section we list the key product characteristics as they relate to the communication task. Legitimate areas of discussion here are topics like product definition, name, packaging, price, distribution, competition etc.

11.3.3 'The Positioning'

The next section is positioning. Although this design of strategy form deliberately puts more emphasis on the emotive aspects of the brand, it does not ignore the fact that good communication must stem from the product and from its correct positioning.

The positioning statement is expressed in objective terms and is designed to focus attention on "why is the product believably better". As with all positioning statements, it is very easy to write when you have a clear-cut product benefit and extremely hard to write when you have no such advantage. An example of such a statement might be as follows:

OUR BRAND	Dodge Ram
IS BETTER THAN	other Pick-ups (The Competition)
FOR	Current Pick-up Owners (Target Market)
BECAUSE IT	Has an Unequalled Track Record of Power & Reliability (Buying Incentive)
AS A RESULT OF:	Cummins Power Plant & Award Winning Dodge Heritage (Support)

This is a demonstration of the key issues that are addressed in the positioning statement. I refer to the competition 'other Pick-Ups', the target market (Current Pick-up Owners), the buying incentive (has an unequalled track record of power and reliability) and the product support (Cummins power plant and award winning Dodge heritage).

11.3.4 'Brand Personality'

We now come to what is perhaps the most difficult part of the Briefing Form to define, that is the brand's personality. This section is designed to answer "who are you that makes your personality distinctive". In answering the question there are several particular trigger questions that need to be asked.

What is the brand's heritage, associations and distinguishing clues? What would the target want to be like ie: aspire to through using this brand? What emotional needs can the brand fulfil? What feelings should the brand evoke? What role does the brand in this product category play in the consumer's life?

If you step back for a second from the specifics of the questions, it is implicit in being able to fill in this section, that you have a very clear understanding of the personalities of the competition in the market. That is why the Photosort Research is of such value ... it confirms the exact nature of our brand personality. You also need a very clear understanding of what the brand has meant up until now and the positioning it has come to.

In summing this section up, which is I think the most difficult to grasp conceptually, it is desirable to go right back to what you require the communication to do long term for a brand. Apart from the specifics of the advertising objectives, what we are really asking the communication to do is to create a valuable relationship or a friendship with the consumer. If you think of the really successful brands, that is precisely what they have achieved.

If you accept that premise, it is an easy step then to think of the brand in literal personality terms ie: as a person. Immediately, a decision has to be made. Is the persona of the brand the target audience or is it what the target audience aspires to. Arriving at the answers to that question and what it means for the brand is a very fundamental part of this exercise, this discipline.

Once you have established what the personality of the brand is or what it needs to be, this then provides a set of parameters for all aspects of the brand business outside which the brand should not go.

To take a human analogy again, it was probably a great surprise to a lot of people to find that Rock Hudson was homosexual. It probably came as very little surprise that Liberace was. The only reason why people made those implicit judgements is because of the personalities that were created for those two products, through the creative executions that communicated to the consumer. Stepping outside the parameter of those personalities would have been catastrophic. The same is true of brands — for some brands, a cut-price policy is acceptable, for others, not. (Incidentally, one of the best ways

to understand this process is to look at the incredible intuitive marketing job that was done on film starts of the 30's, 40's and 50's against their real personalities and the products they became. It wasn't very ethical but was superb marketing).

In brand terms you expect to go to K-Mart and Target for cut prices. You do not expect to go to Macys for low prices. The positioning and personality for those two stores dictates a different reason for shopping there, and to a very large extent a different customer and target audience.

Personality

Who are you that makes your personality distinctive?

Consider:

1. What is the brand's heritage?
2. What would the target want to be like, or aspire to through using this brand?
3. What emotional needs can the brand fulfil?
4. What role does the brand play in the consumer's life?

The personality statement for Dodge Ram reads:

I am a rugged hard-working and dependable American, from the country where those traditional values are held as precious as life itself. I will be there to support you through the roughest challenges life will throw at you – year after year.

11.3.5 Copy Plan

What are the key pictures and words that convey the essence of the brand in a way that makes it:

1. Distinctive
2. Appealing
3. Enduring

For Dodge Ram, our key pictures and words are the logo and slogan, delivered by one of the most highly distinctive masculine voices in the country.

Class activity:

Students create the Positioning and Personality Statements, and Copy Plan for the branded product of their choice.

12.0 ADVERTISING

*"My understanding of contemporary advertising theory leads me to believe that advertising's **primary** role is to reinforce the loyalty of existing customers. **Advertising is a largely defensive marketing factor.** At least 90% of our advertising budget, even in the case of the launch of a new product, we should see as being devoted to nurturing the emerging loyalties in the consumers who we've won through other influences in the market place."*

*Hugh Mackay
Director of Mackay Research*

Most media (newspaper, radio, TV) sales and ad agency executives will not publicly acknowledge this reality; though the best practitioners, never lose sight of it. In fact, you need to appreciate, most media sales people have no idea what sales impact will result in any business as a result of advertising with them – they may well tell you otherwise, but the fact is, they just don't know!

While the media options have grown substantially in number, and the technology they employ has evolved beyond the imagination of most, the fundamental principles of effective communication have not changed since the invention of the printing press.

The late Bill Bernbach, one of the most highly regarded advertising practitioners of the modern era summed it up best in saying;

"Human nature hasn't changed for a million years. It won't even vary in the next million years. Only the superficial things have changed. It is fashionable to talk about changing man. A communicator must be concerned with unchanging man. What compulsions drive him, what instincts dominate his every action even though his language too often camouflages what really motivates him. For if you know these things about a man you can touch him at the core of his being. One thing is unchangingly true. The creative man with an insight into human nature and with the artistry to touch and to move people, will succeed, and without them he will fail."

The most important communication to get right in most business 'start-ups' is the business website, the signage on the premises, and the directional-promotional signage to direct customers to the business.

The business website cannot simply be your business brochure transferred to a website – it needs its copy and graphic design adapted so as to be 'search engine optimised'.

If your business is located in an old commercial area, where the buildings and street scape are faded, outdated and/or covered in graffiti, rendering it unattractive, you need to fix it! Organise it with your building owner before you sign any lease.

Whatever you do, do not spend any money on paid media advertising until you have proven your 'business model', and accurately established your 'breakeven' sales level; and when you do advertise, make sure you can afford to pay for it on the

assumption it produces no increase in sales. You must view the first advertising campaign you run, as an experiment; an experiment from which you can start to learn how to use advertising cost effectively in the future.

Some other important tips;

1. Graphic designers who can design great logos, seldom have the capability to do a good layout of a brochure, website or newspaper advertisement – they may be able to do a reasonable job of signage. Before you select a graphic designer to do your logo and business card, insist you see the work they've done for others, and check with those businesses to make sure they actually did the work.
2. For this kind of work, you need an experienced art director – again, insist you see the work they've done for others, and check with those businesses to make sure they actually did the work.
3. Road signage should not have more than 7 words – less is more!
4. The best 'selling' communications have lots of blank space, so the message and identity of your business can be received at a glance.
5. To produce an effective piece of 'selling' advertising, you need to write a 'brief', the format of which is as follows.

12.1 Creative Work Plan

CREATIVE WORK PLAN ©

Client: (Name of Business) Date:
 Product: (Name of Product) Job: (Press or Radio Advertising or Brochure)

1. The Product:
(For low involvement products, provide a simple description. For high involvement products, provide full details as an attachment)
2. What's happening in the market?
(A single-minded statement that isolates the relevant trends. Avoid statistics or percentages. The challenge is to offer unique products (hence effective branding) in market segments that are commodity - price driven).
3. Who are we talking to?
(Give a succinct description of prospects as people, not just demographically. What are their behaviours and their attitudes? What kind of lifestyle do they lead and what are their values? (Numbers are more useful to media, rather than creative people)
4. How do these people currently see our brand and its competitors?
(Briefly describe how the brand is perceived in its context, using your judgement and any available research on imagery. In other words, how is the brand positioned in the minds of our prospects?)
5. Are there any Mandatory's?
(Any legal or self-regulatory requirements? Any corporate policies or compulsory mnemonic devices?)
6. What do we expect the communication to do?
(Keep to the achievable. Remember that communication is most effective in reinforcing existing attitudes and behaviour, not at changing them. Avoid percentages).
7. What do we want our prospects to feel from the communication?
(What emotional response do we want the communication to release? Most important when prospects' perceptions create brand differences, rather than the brand's physical properties).
8. What do we want our prospects to **know** from the communication?
(Most important when there are physical differences between brands. Provide supporting evidence when applicable. (Particularly relevant for performance-positioned products).
9. What is **the single idea** we wish our prospects to take from the communication?
(The key emotion, reason, or blend of both, which the communication will leave with prospects and with which they will agree).
10. Tone and manner
(Irrespective of the motivation we are leveraging, describe how the communication should show empathy and understanding with our prospects. To avoid talking down to them, going over their heads, or threatening or offending them.)

While completing this 'brief' can be achieved in a matter of minutes, the wise business owner, spends hours and days, thinking through, the best understanding to provide their creative person in this 'brief'; and they make it brief! Very brief!

When the creative person has written and designed your advertising, you evaluate it, against this 'brief'. You do not take it to family and friends and ask them, do they 'like' your advertising. You are not paying to have your advertising liked by family and friends, you are paying for your advertising to sell your product or service, and chances are, your family members and friends will not be able to meaningfully put themselves in the consumer's shoes. It may surprise you to hear (read) many advertising people are not good at assessing advertising, which is why there's a book written called, 'How to protect your bottom line from your ad agency'.

Much has been written about the misinformation (BS) spread by the media and ad business about advertising; so you need to be very careful in developing the advertising you produce for your business, and more importantly, selecting those who will produce it for you – those who are experienced and really good, are paid millions, many who aren't really good, are also paid huge sums of moneyfor a time.

Class activity:

Students create the Creative Work Plan or Brief, for the business and product or service they would like to start-up for themselves)

13.0 ONLINE MARKETING

As noted in the Advertising Section, a web site is a 'must' for most businesses. It needs to be effectively designed and written from a communications perspective to attract and hold the attention of the website visitor (a potential customer) but also, so as to be 'seen' and presented by search engines. Because search engines now employ very different criteria by which they now 'search', an effective website design of 5 years ago, may now not be seen in a Google search. For instance, a headline embedded in a graphic on a home page, will not be detected by Google's search engine.

The ever-expanding use of computers, tablets and smart phones to provide instant information in our everyday lives, makes the website an imperative for most businesses.

Advertising online is simply an extension of traditional advertising, employing the same principles of effective communication as the print ads, TV, radio, signs, leaflets and brochures used to achieve the highest reach into any target market in the traditional forms of selling communication and advertising. In the online situation though, advertising can operate with near pin point accuracy in reaching potential and returning clients.

For instance, in today's market, when someone requires "carpet repairs" they may:

- Ask friends via social media (FaceBook, Twitter) for referrals to a suitable business
- Search for "carpet repairs" and their locality on the internet via Google etc
- See some online advertising that has "sensed" their need
- Look at maps for nearby carpet repairers and their reviews
- Look for websites and online media specific to the carpet industry

Each of these possibilities needs to be assessed and prioritized for any given business.

13.1 Search Engine Optimisation

Google and Bing are the 2 most popular search engines users employ to gather information and understanding. A search for "carpet repairs Istanbul" will result in 1000's of web sites, listed in order according to the following factors:

- Words on the displayed page
- Words in the header, title, page description and "meta data"
- The age of the domain name
- The words in the domain name
- The number of links of the website to other web sites
- The 'freshness' and determined frequency of updating of the web site
- The lack of BLACK SEO efforts (web sites marked down for trying to trick the search engines)

An effective website not only showcases products and/or services, and offers way for its prospective purchasers to purchase and receive the product or service, it will be engineered, monitored and continuously 'tailored' for Search Engine Optimisation to attain top placement on favored searches.

13.2 Social Media

This element of Online Marketing relates to the use of 'meeting places' or forums of friends, business colleagues, suppliers and customers via websites such as Facebook. Any business can have a Facebook and/or Google + "My business" page. The page the business creates, allows potential customers to meet existing customers and for all three to interact to discuss their needs and the ways they were, and can be best met. Past customers can refer people to a business that they "Like", causing them to follow it, while also notifying friends and contacts that they do.

The business then has the option to "post" further useful information about their product or service, business and related news – information of interest or to entertain, in the hope of acquiring new clients or have old clients return. One example of this is a hair salon posting a new style with an introductory discount offer to their Facebook page and its 250 followers.

13.3 Advertising

Today's online advertising is much more than the original "banner ads" that adorned key websites and "portals" in the first 10 years of the Internet. Online advertising today uses 'cookies' and central ad service engines to know more about Internet users' habits, and to effectively profile the anonymous person surfing the Internet visiting the website carrying the advertising. The advertiser can then request ads be displayed based upon profile groupings (NOT the individual or nominated person). In our earlier example, if the central advertising engine sees that the web surfer has searched for "carpet repairs" and has been checking out blogs and YouTube for help on repairing carpet, it can present ads for Carpet Stores or Carpet Repairers to general websites being used by the web surfer in future. Imagine a bill board changing as your drive down the highway if it knows you would like ice cream ... it would not show ads for carpet repairs.

13.4 Maps

As the owner of the world's largest and most accurate business database, Google has recorded the locations of many businesses and can then present the location to potential customers on their Google map. The business can enhance their Google Map "My business" listing with operating hours, phone number, website, description, pricing, logo, product photos and more. This is then presented to the prospective customer as part of the displayed information making it possible for the prospective (searching) customer to go directly to the business, check out their website or call for an appointment. Google Maps "My Business" listing also directly receives customer reviews and ratings, from people with Gmail accounts. The acquisition and posting of favorable reviews and (5 star) ratings from customers is an integral part of a successful online campaign. Google Maps listings are a significantly under-utilised

avenue in Online Campaigns.

In conclusion, it is important to note, there is no easy 'check book' solution when it comes to online advertising, as there was not with traditional advertising. However, experience shows a well-executed, ongoing Online Marketing Campaign, employing a mix of a continuously updated, 'Search Engine Optimised' website, tactical strategies to produce Google Reviews and Ratings, and continuous (customer value-adding) participation in Social Media when appropriate/relevant, can produce very much better results for small businesses, at a fraction of the cost of the 'Yellow Pages' display ad they once relied upon.

Class activity:

- Form teams of 2 or 3. Select a business selling a product or service online, and discuss the following:
- What 'words' would people specifically use in their searching, if they were seeking information on the subjects relating to this type of business?
- What 'words' would people specifically use in their searching, once they were ready to buy from this type of business?
- Does the product or service have enough news or repeat business to warrant a
- Social Media strategy; and how would you encourage people to "follow" or "like" this business in Social Media, and what could the business offer them to gather their support?
- If this business were to use online graphic ads, what message could it employ to get people's attention and get them to 'click', who would be your target market?
- Does the business have a physical location, shop, outlet or office and therefore need a Google Maps or "My Business" listing?
- How can the business encourage customers to rate and write a review about it?
- Are there other online avenues specific to the chosen business that are also important (eg., motel business needs Trip Advisor listing)?