

# HOW TO TURN YOUR BIG MARKETING IDEA INTO A COMPETITIVE ADVANTAGE



THOMAS A.C. MURRELL MBA, APS

**HOW TO TURN  
YOUR BIG MARKETING IDEA  
INTO A COMPETITIVE ADVANTAGE**

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## **How To Turn Your Big Marketing Idea Into A Competitive Advantage**

Congratulations on purchasing *How To Turn Your Big Marketing Idea Into A Competitive Advantage*. You have taken the first step to building your marketing understanding and knowledge.

Marketing is an essential part of any successful organisation. It helps provide a strategic competitive advantage in today's fast changing business environment.

Many people think marketing is about glossy brochures and expensive television advertising.

It is much more. This 'how to' manual aims to demystify marketing and provide you with practical tips and advice on developing your marketing idea. It is a step-by-step guide to developing a practical marketing plan for your product, business or not-for-profit organisation.

Welcome to *How To Turn Your Marketing Idea Into A Competitive Advantage* and good luck with developing a winning marketing plan for your company, product or idea.



Thomas A.C. Murrell MBA

## Table of Contents

---

<b>1.0</b>	<b>INTRODUCTION.....</b>	<b>8</b>
1.1.	<b>WHY MARKETING IDEAS ARE IMPORTANT? .....</b>	9
1.2.	<b>WHAT IS MARKETING?.....</b>	10
1.3.	<b>WHAT IS YOUR BIG MARKETING IDEA? .....</b>	11
1.4.	<b>WHY MARKETING?.....</b>	12
1.5.	<b>OBJECTIVES.....</b>	12
<b>2.0</b>	<b>EVOLUTION OF MARKETING .....</b>	<b>13</b>
<b>3.0</b>	<b>WHERE DO MARKETING IDEAS COME FROM? .....</b>	<b>13</b>
<b>4.0</b>	<b>MARKETING VS SELLING .....</b>	<b>15</b>
<b>5.0</b>	<b>WHAT'S YOUR STRATEGY? .....</b>	<b>17</b>
<b>6.0</b>	<b>THE FOUR P'S OF MARKETING .....</b>	<b>19</b>
6.1	<b>PRODUCT.....</b>	19
6.2	<b>PLACE.....</b>	20
6.3	<b>PROMOTION .....</b>	20
6.4	<b>PRICE.....</b>	21
<b>7.0</b>	<b>CORE MARKETING CONCEPTS .....</b>	<b>22</b>
7.1	<b>SATISFYING NEEDS AND WANTS.....</b>	22
7.2	<b>CORE CONCEPTS OF NEEDS.....</b>	23
<b>8.0</b>	<b>THE EXTERNAL ENVIRONMENT .....</b>	<b>25</b>
8.1	<b>MARKET RESEARCH.....</b>	26
8.1.1	<i>Why? .....</i>	26
8.1.2	<i>Constructing your own survey .....</i>	26
8.1.3	<i>Market Research Exercise.....</i>	27
8.2	<b>COMPETITOR ANALYSIS .....</b>	29
8.3	<b>MARKET ANALYSIS.....</b>	31
8.4	<b>ENVIRONMENTAL ANALYSIS .....</b>	32
8.5	<b>INTERNAL ANALYSIS.....</b>	33
8.5.1	<i>Business Planning .....</i>	33
8.5.2	<i>The Fifth 'P' – People.....</i>	33
<b>9.0</b>	<b>MARKETING STRATEGY .....</b>	<b>34</b>
9.1	<b>SWOT.....</b>	34
9.2	<b>FINDING YOUR SCA.....</b>	35
9.3	<b>MARKET ENTRY STRATEGY.....</b>	37
9.4	<b>MARKET GROWTH.....</b>	38
9.5	<b>MARKET SEGMENTATION &amp; PRODUCTS .....</b>	39

<b>9.6 THE FOUR I'S OF SERVICES</b> .....	40
9.6.1 <i>Intangibility</i> .....	40
9.6.2 <i>Inventory</i> .....	41
9.6.3 <i>Inseparability</i> .....	42
9.6.4 <i>Inconsistency</i> .....	42
<b>9.7 PROMOTIONS</b> .....	43
9.7.1 <i>Media Management</i> .....	43
9.7.2 <i>Why media coverage?</i> .....	43
9.7.3 <i>What makes skilled media managers &amp; performers different?</i> .....	44
9.7.4 <i>What is news?</i> .....	44
9.7.5 <i>Threats &amp; opportunities in dealing with the media</i> .....	45
9.7.6 <i>Understanding different media tools</i> .....	46
9.7.7 <i>What is the difference between radio, TV, newspapers and the Internet?</i> .....	46
9.7.8 <i>What is the difference between news and current affairs?</i> .....	46
9.7.9 <i>Here are other examples of media and their requirements</i> .....	47
9.7.10 <i>Getting media coverage</i> .....	49
9.7.11 <i>Media Tools</i> .....	49
9.7.12 <i>Developing your Media Relations Plan</i> .....	50
<b>PREPARATION SHEET</b> .....	53
<i>PREPARATION SHEET</i> .....	55
<i>PREPARATION SHEET</i> .....	56
<i>PREPARATION SHEET</i> .....	57
9.7.13 <i>Preparing for an Electronic Media Interview</i> .....	58
9.7.14 <i>Ten Ways to Build a Bigger Voice</i> .....	59
9.7.15 <i>Personal Action Plan</i> .....	60
9.7.16 <i>Getting the Best from the Media - 10 Success Tips</i> .....	61
<b>9.8 PRICING</b> .....	62
<b>9.9 MARKETING AND BRAND BUILDING</b> .....	63
9.9.1 <i>What is your definition of a brand?</i> .....	63
9.9.2 <i>Branding Concepts?</i> .....	63
9.9.3 <i>Understanding Branding</i> .....	64
9.9.4 <i>Brand Loyalty</i> .....	65
9.9.5 <i>The Value of Brand Loyalty</i> .....	65
9.9.6 <i>What are the costs of building a brand?</i> .....	66
9.9.7 <i>Creating Loyal Profitable Customers</i> .....	66
9.9.8 <i>Qualities of Brand Builders and Community Brand Leaders</i> .....	67
<b>10.0 MARKETING EXERCISE</b> .....	<b>68</b>
<b>10.1 MISSION, MARKET SEGMENT &amp; PRODUCTS</b> .....	68
<b>10.2 IN THE EXTERNAL (MACRO) ENVIRONMENT, WHAT ARE THE DRIVERS OF CHANGE?</b> .....	69
<b>10.3 SWOT ANALYSIS</b> .....	70

<b>10.4</b>	<b>COMPETITIVE ANALYSIS</b> .....	<b>71</b>
<b>10.5</b>	<b>POSITIONING AND PROMOTIONS</b> .....	<b>71</b>
<b>10.6</b>	<b>PRICE</b> .....	<b>75</b>
<b>11.0</b>	<b>LEARNING LOG</b> .....	<b>76</b>
<b>12.0</b>	<b>10 TIPS ON MARKETING</b> .....	<b>77</b>
1.	CLARIFY YOUR MISSION. ....	77
2.	HAVE A PLAN AND SET SOME GOALS AND STRATEGIES. ....	77
3.	KNOW YOUR STRENGTHS AND BUILD ON THESE. ....	77
4.	IDENTIFY AND TALK TO YOUR CUSTOMERS. ....	77
5.	FIND OUT WHO YOUR COMPETITORS ARE. ....	77
6.	PUT A VALUE ON YOUR SERVICE. ....	77
7.	LET PEOPLE KNOW ABOUT YOUR SERVICE. ....	77
8.	ADD VALUE TO EXISTING SERVICES. ....	77
9.	DIFFERENTIATE YOUR SERVICE FROM OTHERS. ....	77
10.	EVALUATE AND REVIEW ON A REGULAR BASIS. ....	77
<b>13.0</b>	<b>HOW CAN WE HELP?</b> .....	<b>78</b>
<b>14.0</b>	<b>THOMAS MURRELL - MANAGING DIRECTOR 8M</b> .....	<b>79</b>
<b>15.0</b>	<b>BIBLIOGRAPHY</b> .....	<b>80</b>

## 1.0 INTRODUCTION

Many businesses and organisations have a perception that marketing means promotions and advertising. They think being good at marketing is producing a glossy brochure and having an ad on the local radio or television.

But marketing is much more than slick promotions and expensive pamphlets. It is about a process and having a clear strategy. It is also about structuring every aspect of your business to include a marketing function.

It is also about understanding marketing strategies, the tools of marketing and the language of marketing. Many people are frightened or are put off by the jargon and concepts put forward by so called marketing experts.

This manual attempts to simplify the process. To provide a "how to" of what's required to develop a winning marketing plan.

Many people also believe they are too busy or don't have enough time or energy to develop a marketing plan. It doesn't have to be difficult or complex.

Many great marketing strategies are very simple and straightforward.

In fact, I believe everyone has a great marketing idea inside them just waiting to come out! What's stopping you from taking the next step?

This manual will help you overcome any procrastination and help structure your ideas in a logical and clear fashion.

My goal is to help provide the framework where your ideas can grow and prosper.

I want you to learn and understand how ideas work and how to apply them in a good marketing structure so you can have the best opportunity for success.

## **1.1. Why marketing ideas are important?**

Ideas, creativity and the ability of turning these into practical strategies will become the hallmark of successful businesses in the new millennium.

Leading organisations will tailor all of their activities around these concepts to create a culture where ideas, innovation and a can-do marketing attitude are fostered.

Truly successful companies are now doing this by building brands and customer loyalty around these names and symbols. It is the brand and the marketing processes around the brand that are the assets of new companies in this information age.

With the huge amount of change happening - businesses and groups that are quick, nimble and have an ideas focus will have the potential to carve out new niches.

They will be marketing and media savvy.

In today's highly dynamic global business environment, truly successful leaders will know how to harness both marketing ideas and the power of the media.

We are living through some of the largest social and economic changes we've ever faced. This marketing manual hopes to help cut through the haze and provide some practical solutions to the challenges ahead.

Rosemary Herceg, CEO of Pophouse, a 21<sup>st</sup> Century information and content company believes we're in the midst of a great gold rush, the likes of which we haven't witnessed in a hundred years. She believes ideas are the gold of the 21<sup>st</sup> century.

This manual helps you tap into that goldrush of ideas and turn them into reality. A sustainable competitive advantage for your business, your community, your region and yourself.

## 1.2. What is marketing?

What does marketing mean to you?

How would you define marketing?

If you believe marketing is about selling or promotions, you're only partly right. Marketing is much more.

Here is my definition I give to clients, customers and people who attend my presentations and workshops.

Marketing is .....

- What you do to ultimately get or keep a customer.
- About positioning.
- About process.
- Entering a new paradigm. It means structuring every activity within your business to meet the needs of your customer.

Take a moment to compare your views on marketing with the latest thinking on marketing.

Are you prepared to shift? To see how marketing touches on every aspect of how you interact with customers and how you run and operate your business.

If you've been able to shift your focus and change your attitude on marketing its now time to move on and develop your **BIG MARKETING IDEA**.

### 1.3. What is your Big Marketing Idea?

What is your BIG MARKETING IDEA? How will you develop it? What is stopping you from doing it?

Use this manual to clarify your thoughts and ideas.

What is your big marketing idea?

What is stopping you from doing it?

List *five* benefits that your marketing idea will bring to your business.

- ✓
- ✓
- ✓
- ✓
- ✓

## **1.4. Why marketing?**

In today's competitive and unregulated business environment, basic marketing skills are vital to the future of running a successful business. Marketing helps provide a competitive advantage for many businesses. How does marketing work and what strategies and tactics can be employed to enable you to market your community or business to more effectively meet the needs of your customers? How can you identify opportunities to segment and target different markets? What marketing and promotional strategies are most effective? How can the profile and image of your business or community organisation be improved to become more attractive to customers? How do you judge the success of current and future marketing activities? This manual provides you with a practical overview of marketing, with a specific focus on marketing for leaders in the new millennium.

## **1.5. Objectives**

**This manual will help you:**

- Identify the key concepts, language and tools of marketing.
- Understand the link between marketing and strategy.
- Build a profile of your customers and competitors.
- Improve your strategic marketing skills.
- Identify target markets.
- Learn about the unique features of marketing services.
- Develop a workable marketing plan for your marketing idea.

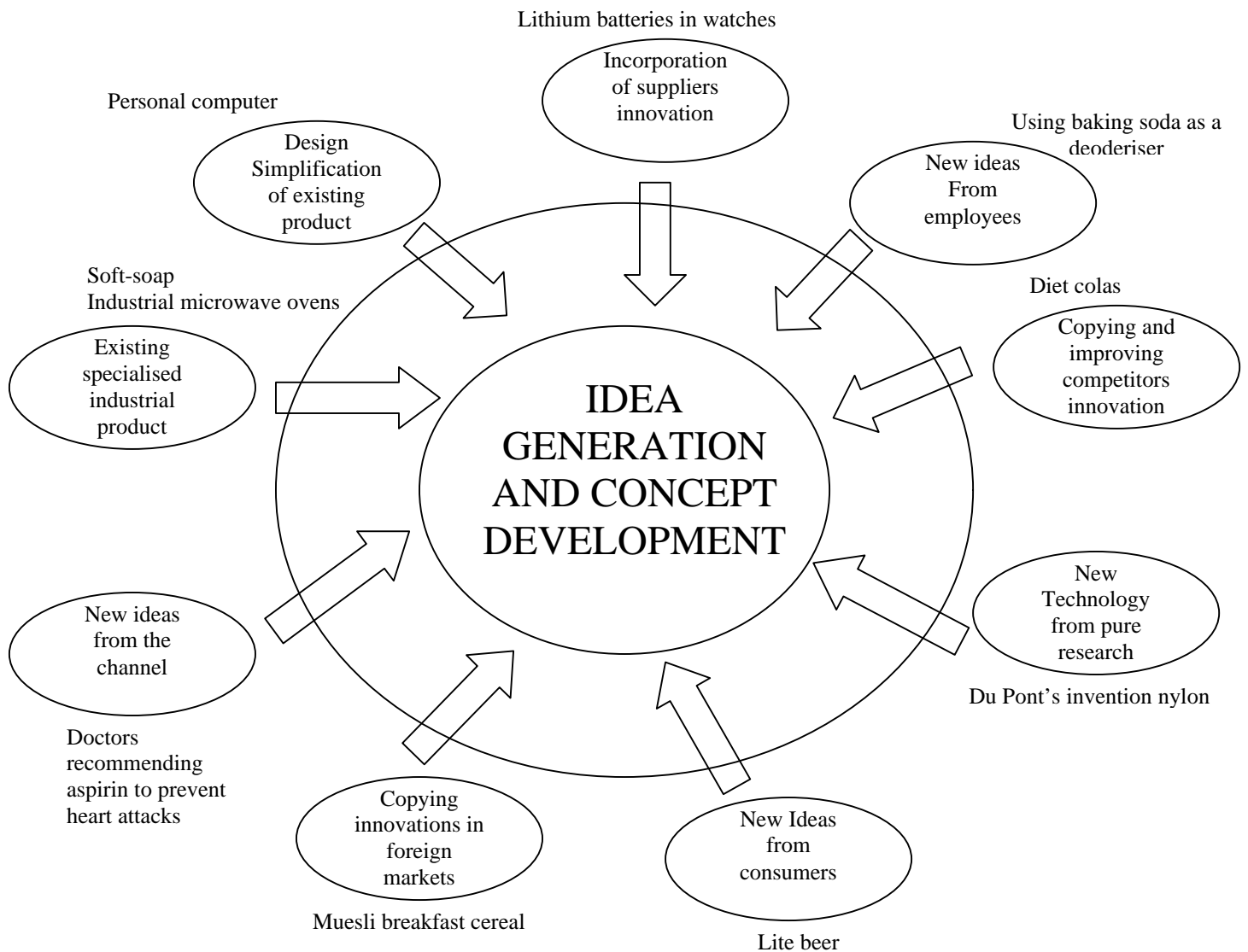
**It will cover:**

- Marketing concepts and principles.
- The Marketing Mix.
- Market research.
- Market segmentation.
- Consumer motivation and decision-making.
- Marketing Communications.
- Branding.



Figure 2 provides some examples of where marketing ideas have come from. How do they stack up against your sources of ideas?

Figure 2: Where Do Marketing Ideas Come From?



## 4.0 MARKETING VS SELLING

Many people believe marketing is selling. Increasing sales and revenue is a major outcome or desired goal of most marketing efforts. But marketing is much more than selling.

It is about having a marketing focus in all your business activities.

So what is the difference between the two ....

*“IF YOU MARKET REALLY WELL YOU DON’T  
HAVE TO SELL SO HARD”*

Let's take the example of the production of food and fibre in agriculture.

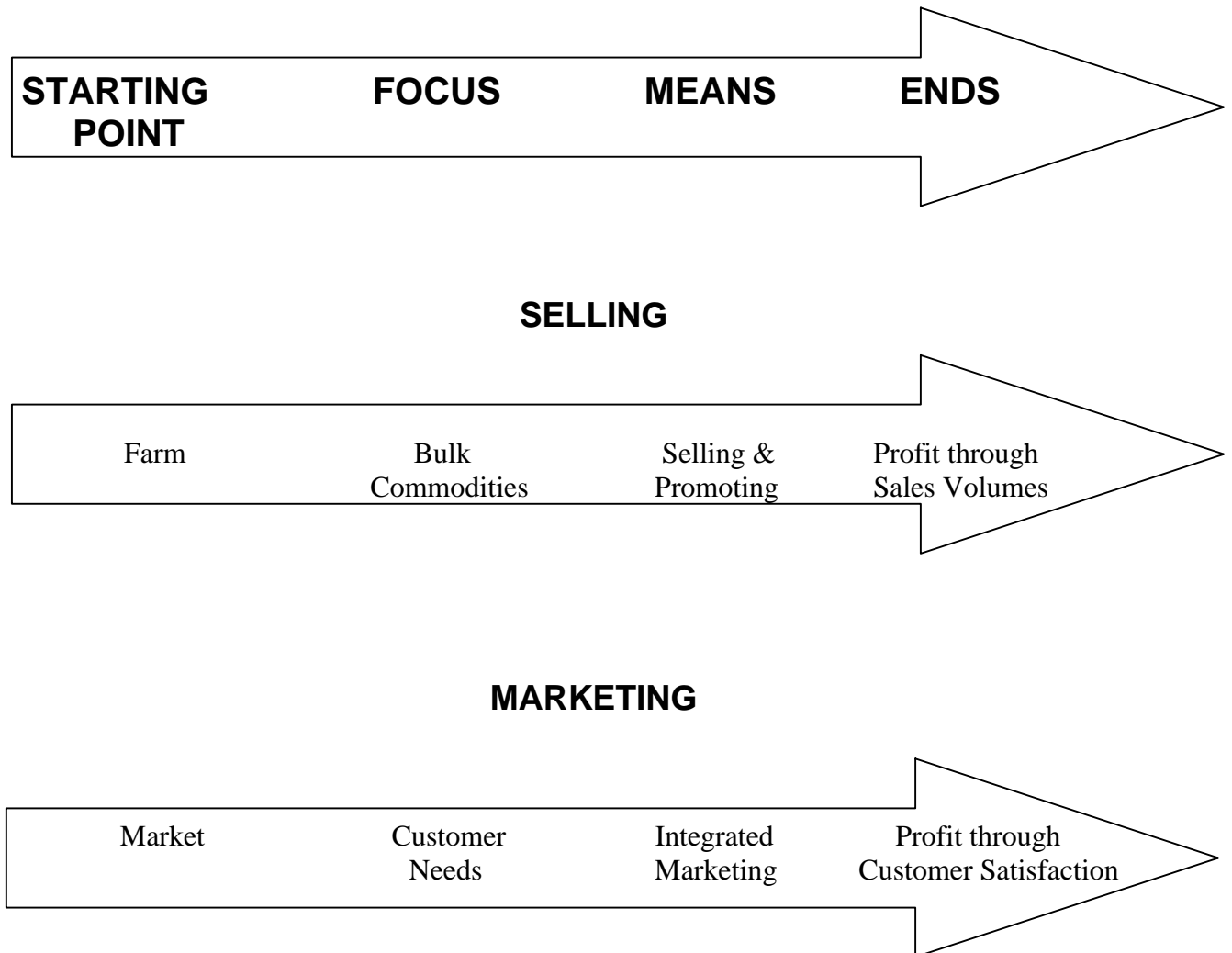
Traditionally the starting point has been the farm with a focus on producing bulk commodities.

The end goal has been to maximise profits through sales volumes. But what happens to the demand for these products if you increase production and supply?

A better approach and one marketing savvy primary producers are now learning is to start with the market and customer needs. To have an integrated marketing strategy with the aim of producing profits through customer satisfaction.

*Figure 3* highlights these differences.

Figure 3: The difference between Marketing and Selling?



## 5.0 WHAT'S YOUR STRATEGY?

Marketing is all about having a strategy, positioning yourself in the marketplace and what you ultimately do to get or keep a customer.

In its simplest form you have two options.

Differentiate yourself from the pack and become a niche player or take a low cost, volume-orientated approach.

Take a moment to consider the positives and negatives of each for your business.

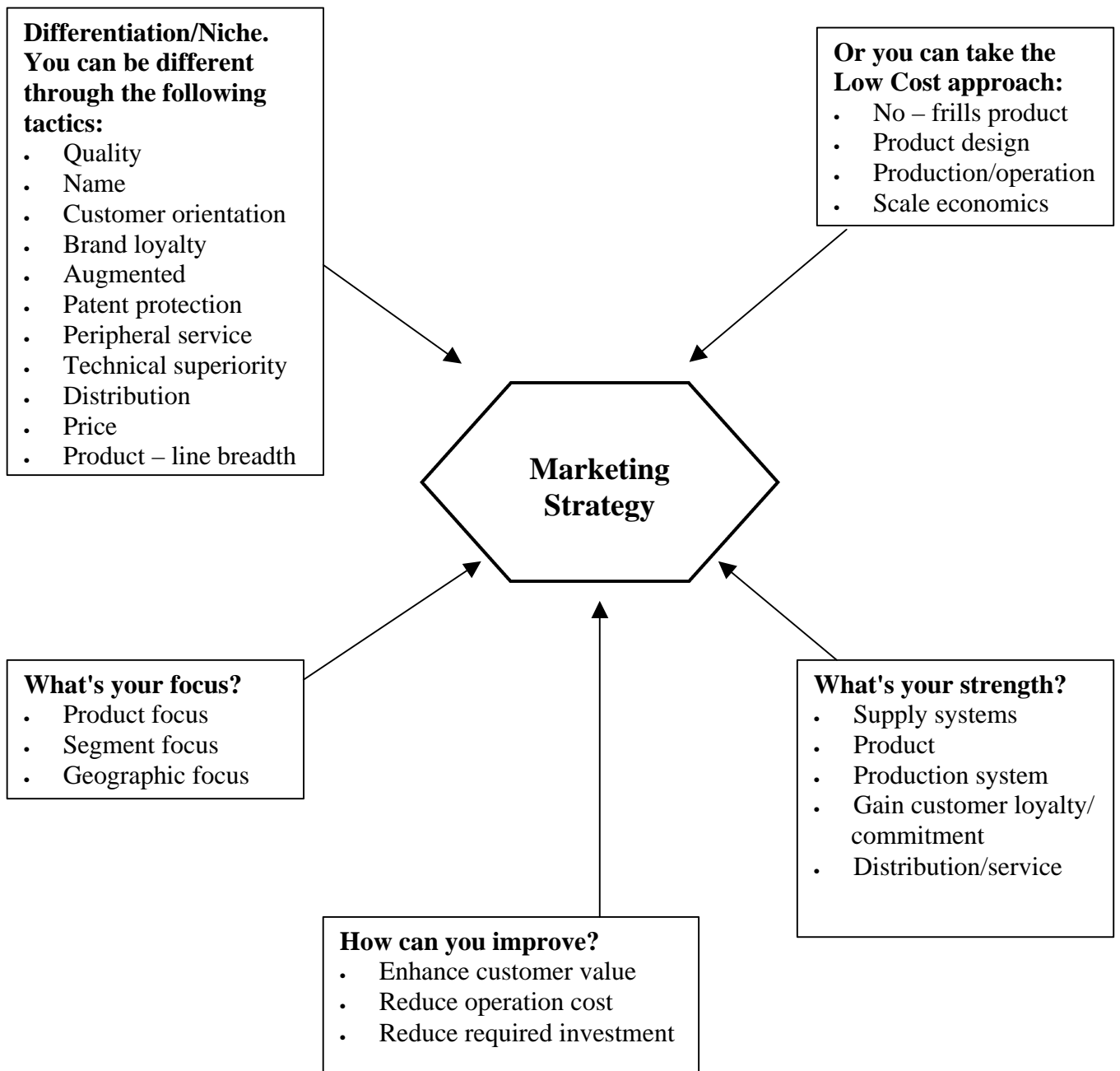
### NICHE PLAYER

POSITIVES	NEGATIVES

### LOW COST - HIGH VOLUME

POSITIVES	NEGATIVES

Figure 4: What's your strategy - Niche or Low Cost?



## 6.0 THE FOUR P'S OF MARKETING

When talking about marketing many people think advertising, billboards, glossy magazines and glitzy product launches. These activities are only one aspect of the Marketing Mix often referred to as the four P's of Marketing.

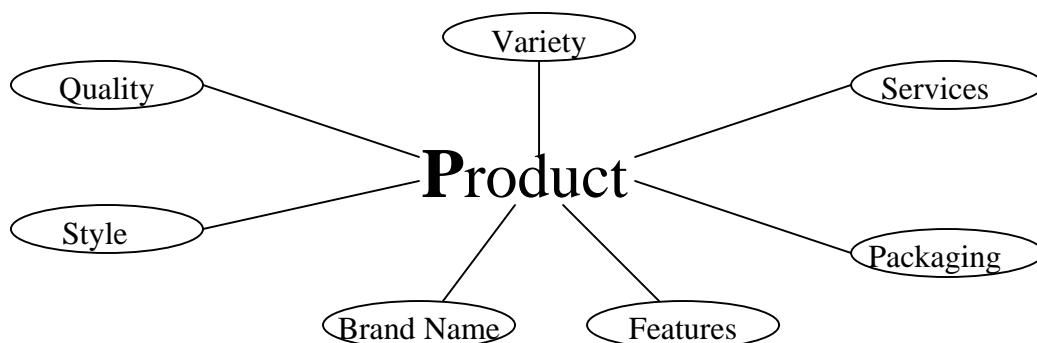
The Marketing Mix consists of four aspects, *product*, *place*, *price* and *promotion*. No one aspect of the marketing mix acts autonomously and often decisions made in one area will influence the decisions of another.

For example, a marketer may decide that a new watch they are marketing should be marketed as an exclusive product and therefore be only made available in a limited number of outlets. This will also reflect the brand name chosen for the watch and the price that is set.

### 6.1 Product

This refers to the marketing aspects directly related to the product or service, such as those listed below in *Figure 5*.

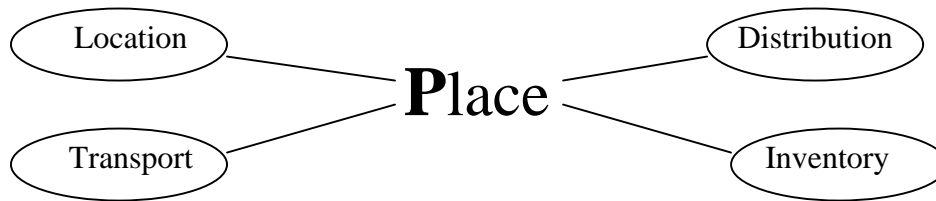
*Figure 5: Product Elements*



## 6.2 Place

How will you get your product or service to the consumer? This aspect of the marketing mix refers to distribution and how the customer accesses the product? *Figure 6* outlines the elements of the marketing mix relative to place.

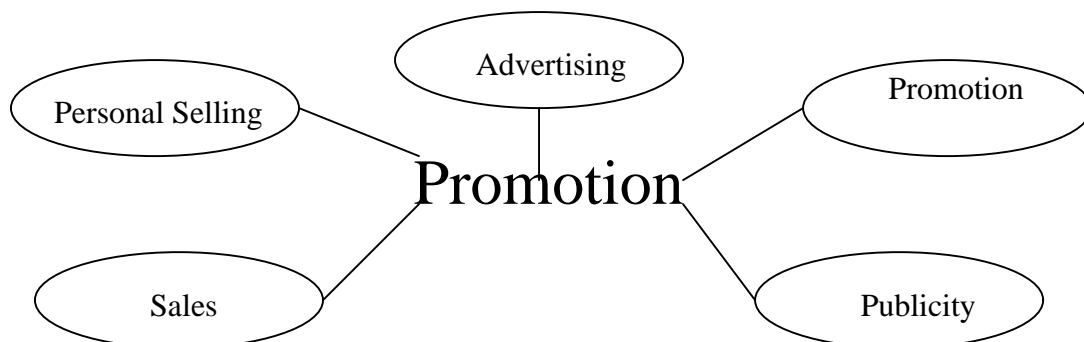
*Figure 6: Place Elements*



## 6.3 Promotion

This is the element of the marketing mix that many people often see as the be all and end all of marketing and while it is just as important as any of the other P's on its own it is often resources spent in vain. Aspects relative to promotion are shown in *Figure 7*.

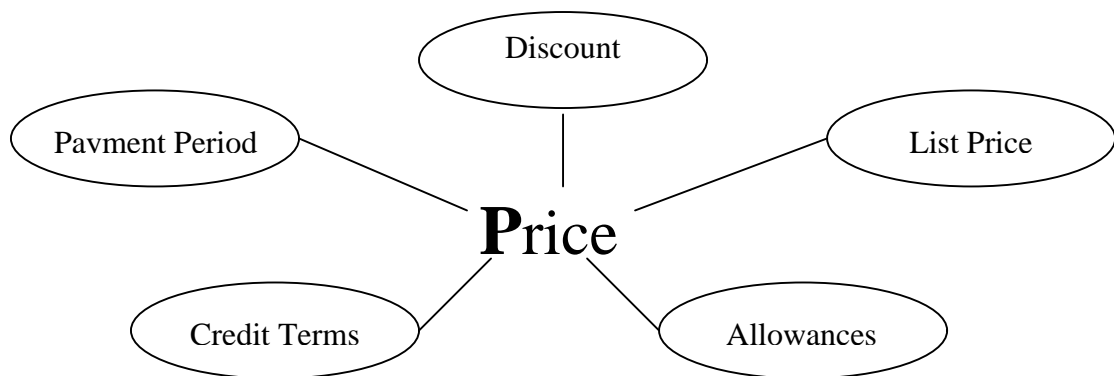
*Figure 7: Promotion Elements*



## 6.4 Price

The final aspect of the marketing mix is price, which takes into consideration the elements shown in *Figure 8*.

*Figure 8: Price Elements*



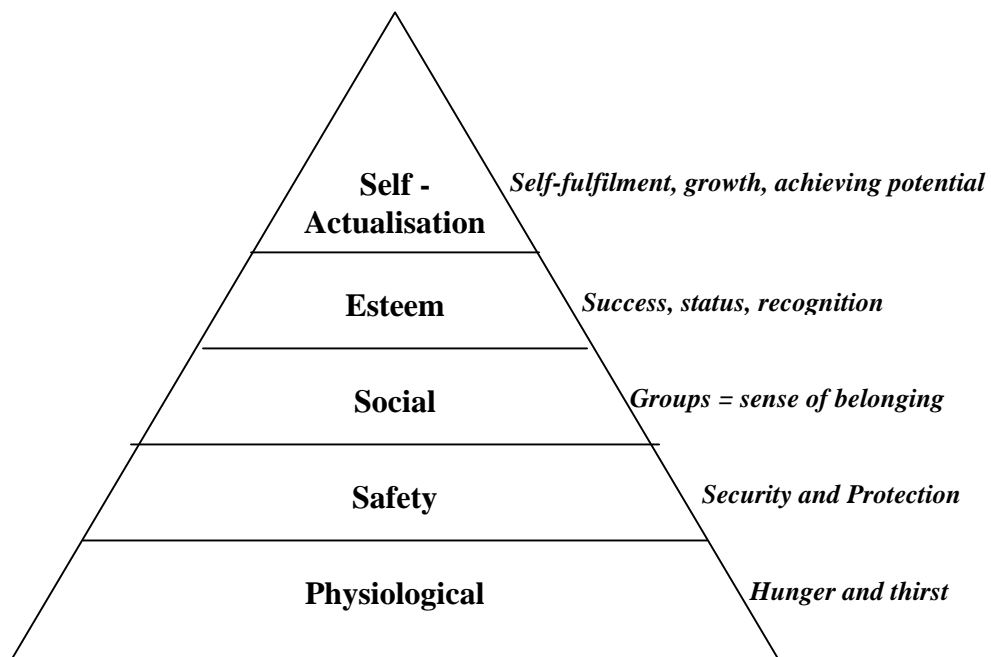
## 7.0 CORE MARKETING CONCEPTS

### 7.1 Satisfying needs and wants

Abraham Maslow hypothesises that humans have a series of needs that form a hierarchy, starting with basic physiological needs such as food and shelter through to needs for self-fulfillment, growth and self-actualisation.

A marketer should attempt to market their product so that consumers perceive that it fulfills a need. If you think that Coca-Cola is marketed to satisfy your thirst then you are gravely mistaken, Coca-Cola is marketed to satisfy the consumer's social needs, for example, the need to belong.

*Figure 9: Malsow's Hierarchy of Needs*



*Source: Robbins, 1994*

## 7.2 Core Concepts of Needs

*Figure 10* shows there is a continuous cycle in the development of needs and the market catering for those needs, and in many cases stimulating new needs. You could define marketing as satisfying needs and wants by creating and exchanging products and services or value with others.

Kotler et al 1994 has the following definitions for understanding the core concepts of marketing:

A **need** is a state of felt deprivation.

**Wants** are the form that human needs take and these are influenced by culture and individual personality.

**Demands** are human wants backed by buying power.

A **product** is anything that can be offered to a market for attention, acquisition, use or consumption that may satisfy a need or want. People, places, organisations, activities and ideas can be products.

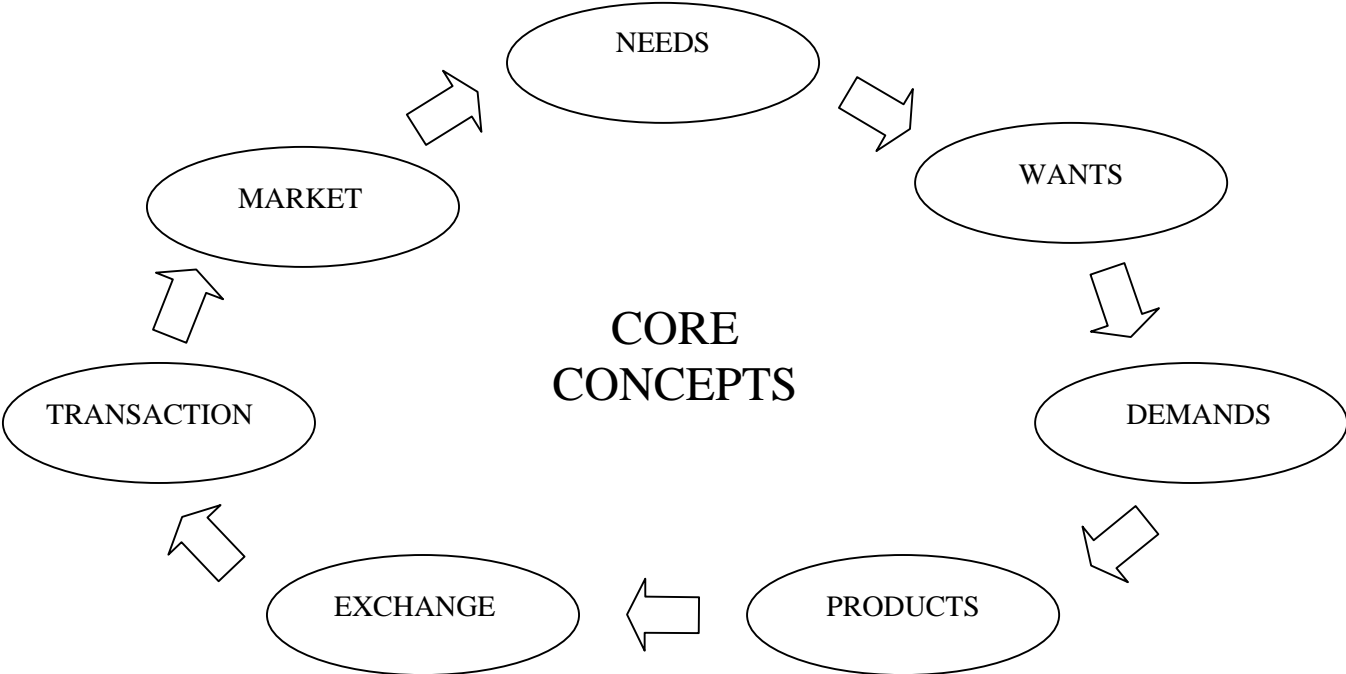
An **exchange** is obtaining a desired object or service from someone by offering something in return.

A **transaction** is a trade between two parties that involves at least two things. It also includes agreed conditions, such as time and price.

A **market** is a set of actual or potential buyers.

The relationship between these concepts is outlined in *Figure 10*.

Figure 10: Core Marketing Concepts



Source: Kotler et al 1994

## 8.0 THE EXTERNAL ENVIRONMENT

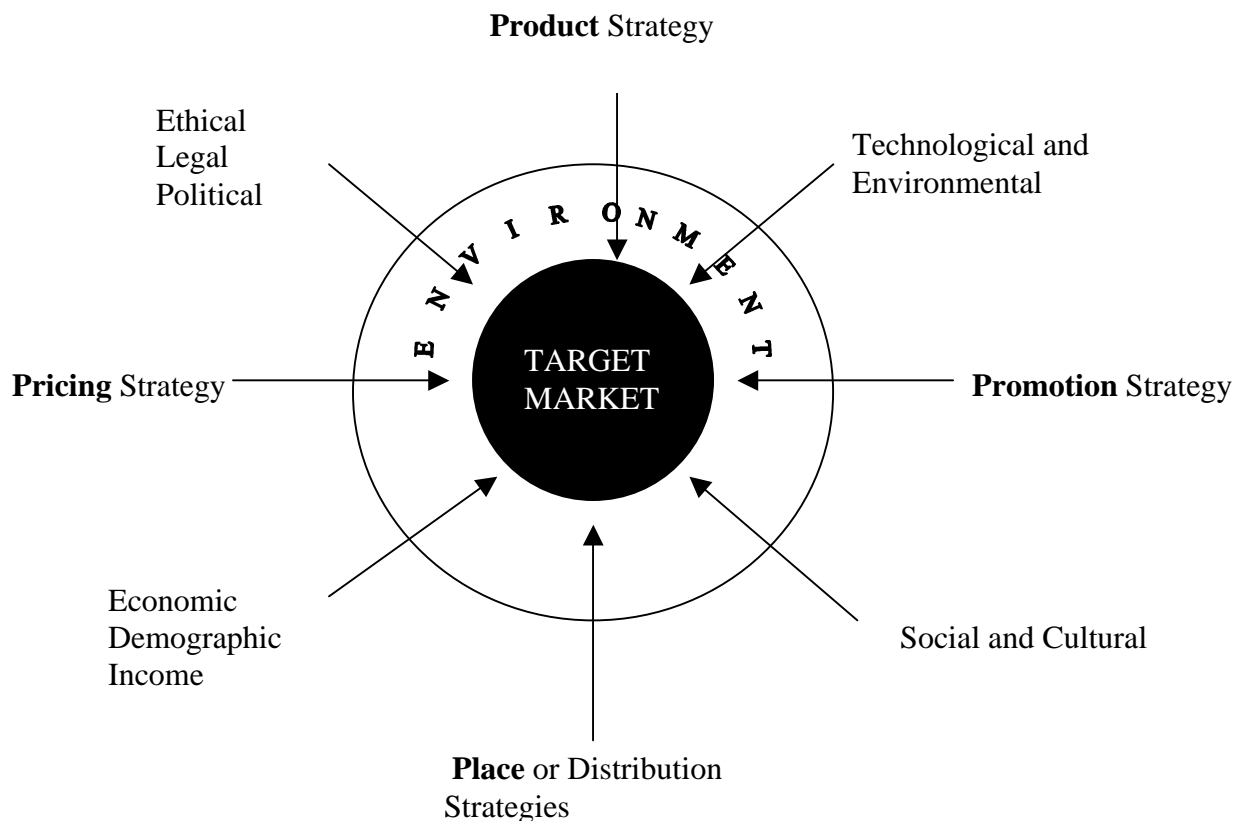
A key part of marketing is the external environment. This must be understood before an organisation can adopt a true marketing orientation. There are four key areas for assessing the external environment:

- Customer Analysis
- Competitor Analysis
- Market Analysis
- Environmental Analysis

All of these are under pinned by good Marketing Research.

*Figure 11* helps understand how you can target a market with key strategies in a turbulent and dynamic environment.

*Figure 11: Targeting your marketing*



## 8.1 Market Research

### 8.1.1 Why?

There are many reasons to conduct market research, but it doesn't have to be expensive. The most important reasons are the dynamic nature of consumers and the cost of mistakes.

For example, the following trends are emerging:

- Consumers are changing to become:
  - super consumers
  - informed consumers
  - fragmented consumers
- The cost of mistakes is increasing because:
  - the market moves fast and you can rapidly fall behind
  - marketing is increasingly expensive

### 8.1.2 Constructing your own survey

*The steps:*

- ➔ Why am I doing this research?
- ➔ What should I ask?
- ➔ What will I measure?
- ➔ How will I measure it?
- ➔ What will I do with the data?
- ➔ Who needs/wants to know?

Who can do market research for you?

### 8.1.3 Market Research Exercise

A market research exercise. Gathering primary market research data on your bank.

Question 1: What comes to mind when you hear these names?

Westpac	NAB	Commonwealth

Question 2: What is most important to you when you use your bank?

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Question 3: What are three ways your bank could improve its service?

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This simple market research model can be modified for you own business.

## CUSTOMER ANALYSIS

*Segmentation Example  
Segmentation in Age*

*Born Before 1964 – Baby  
Boomers*

1964 – 1976 - Generation X

After 1976 – Generation Y  
“Boomlets” Offspring of the  
Boomers”  
"Dot.commers"

Who are your customers?

What are their motivations for buying?

What are their unmet needs?

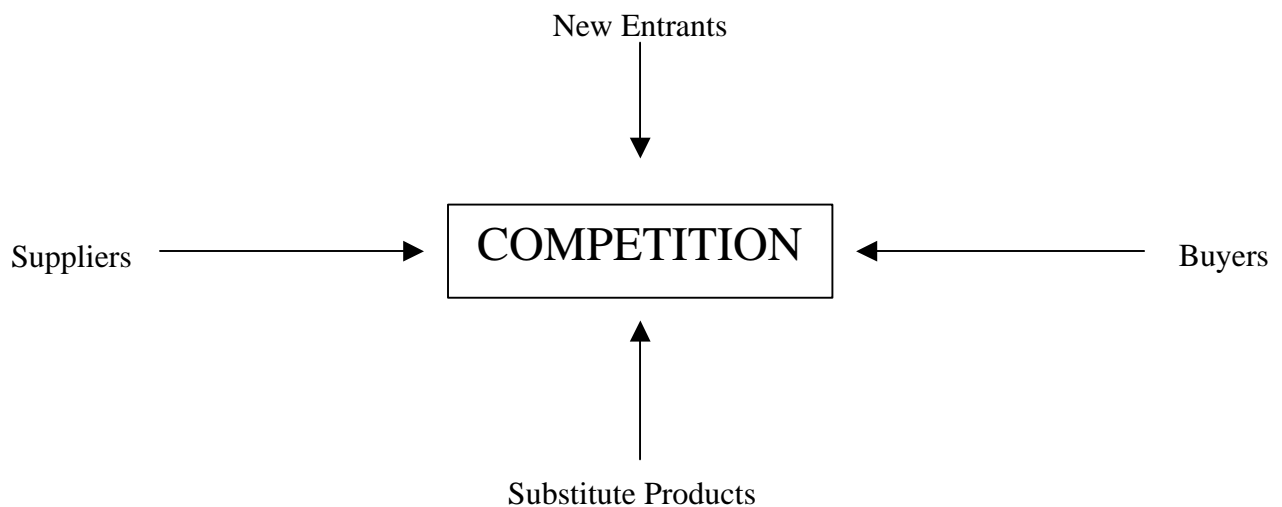
## 8.2 Competitor Analysis

When analysing your competitors it is important to ask the following questions:

- Who are they?
- What are the forces driving competition.
- What are their strengths and weaknesses?
- How can I position myself differently?

Porter's competitive model helps understand the forces impacting on competition.

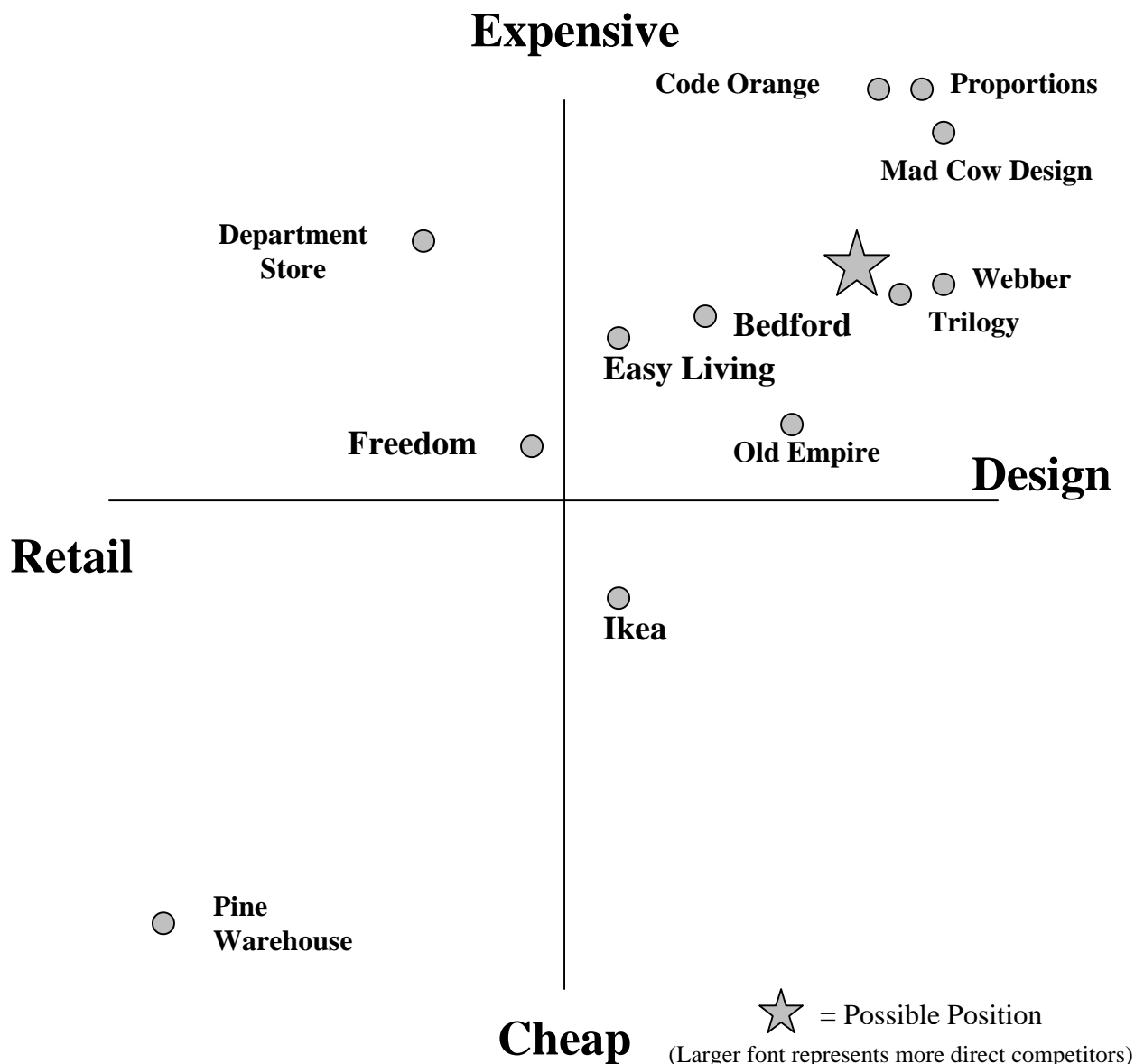
*Figure 12: Porters Competitive Forces Model*



## POSITIONING MAPS

Positioning maps are a good way to put the information about your competitors from your market research into visual form. The two variables used can be anything. In *Figure 13* the variables are price and function. Competitors are positioned on the map relative to the two variables, this enables you to see where you're positioned relative to your competitors and more importantly, where you would like to be positioned and how you get there.

*Figure 13: Positioning Map for Retailers in the Perth Marketplace*  
(Source; Jessop, M. 2000 personal communication)



### 8.3 Market Analysis

When analysing the market in which you are doing business it is necessary to take the following elements into consideration:

- **Size** – How big or small is your market?
- **Projected growth** – How big might the market become? How small could it become?
- **Profitability** – How profitable is the market? A market of 200 Australian university students is not going to be as profitable as a market of 100 dinks (double income no kids)
- **Entry barriers** – Are there any barriers preventing new entrants into the market? If so, how hard are they to overcome?
- **Cost structure** – What is the cost structure in the market? Are you the lowest cost or most expensive?
- **Distribution system** – How is the product or service reaching consumers, how could it reach consumers?
- **Trends** – Are there any trends that are evident in the market, for example many new retailers and manufactures need to look at the increased number of people willing to trade online.
- **Key success factors** – What factors in the market place determine success? For example, the key success factors for a florist may be:
  - access to a supply of fresh quality flowers.
  - an eye for design.
  - ability to deliver.

## 8.4 Environmental Analysis

When looking at environmental factors marketers use a number of different methods to analyse some of the turbulent changes happening externally to the business. These are factors over which you may have little control. A common method is STEEP which looks at five factors of the external environment - *social, technological, environmental, economic* and *political*.

**Social** - Social factors include consumer's cultural and social habits, values and beliefs.

**Technological** – What technological factors will affect the success of your product or service.

**Environmental** – This includes factors of the environment. These will not only directly affect the success of the product or service, such as the climate or ground contour for a farmer, but also environmental factors that will indirectly impact on the success of the business, for example, the ethical liability of a manufacturing or mining company to protect their surroundings.

**Economic** - What are the economic factors that will influence the consumers decision to purchase your product? Is your target market experiencing recession which is characteristic of low buying power and restricted spending, or does the target market have an unstable economy again characterised by restricted spending.

**Political and Legal** – Is your target market politically stable? Are there any parliamentary acts that will effect the success of your business? What are the legal obligations of a company in your industry?

How **STEPP** is the path in your external environment?

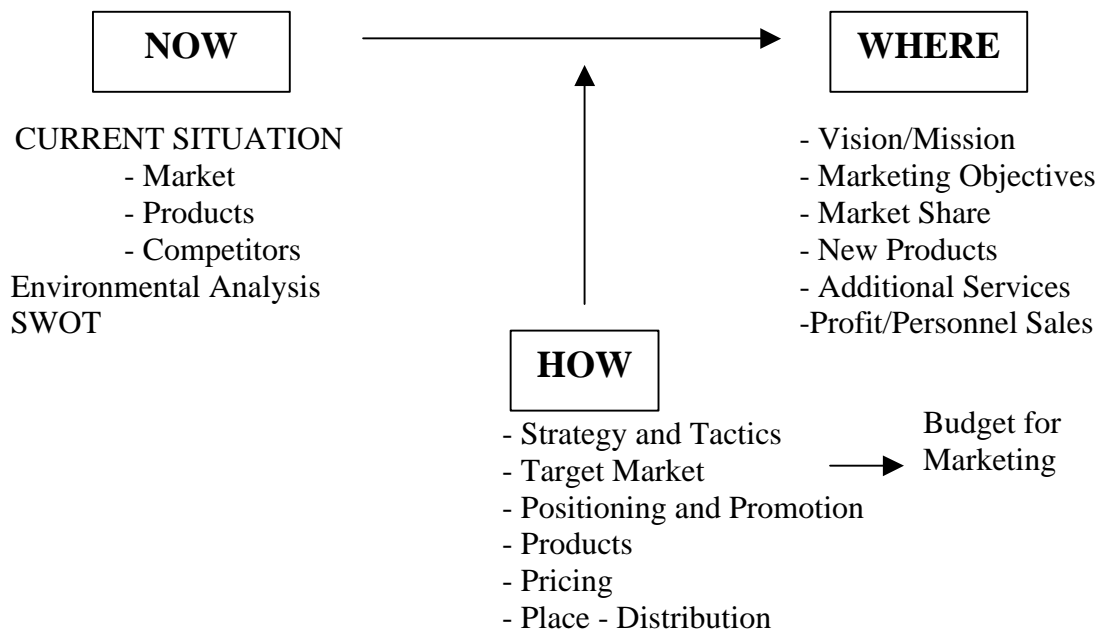
## 8.5 Internal Analysis

### 8.5.1 Business Planning

Now you have an understanding of marketing concepts, how do you put it into practice?

*Figure 14* illustrates the three questions all entrepreneurs must ask themselves: Where are we now? Where do we want to be? How will we get there?

*Figure 14: Business Planning and Marketing*



### 8.5.2 The Fifth 'P' – People

People are ultimately a part of the service that you provide and the product that you produce. While this is especially true for service providers, it is necessary to recognise the importance of internal marketing regardless of how your business makes money. Unhappy employees often mean poor product or service quality.

## 9.0 MARKETING STRATEGY

### 9.1 SWOT

A SWOT Analysis is a good place to start your marketing strategy. It enables you to summarise the information you gathered in your market research. You will often find that the information may fit into more than one quadrant, a strength can also be a weakness and a threat an opportunity.

Table 1: SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <p><i>Internal factors that your business has strengths in or is good at.</i></p> <ul style="list-style-type: none"><li>• Innovative upper management</li><li>• High Sales Growth</li></ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <p><i>Internal Factors that your business has weaknesses in or is not addressing well.</i></p> <ul style="list-style-type: none"><li>• Lack of capital</li><li>• High staff turnover</li></ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <p><i>Factors external to your business that may be advantageous.</i></p> <ul style="list-style-type: none"><li>• Increasing spending patterns of target market.</li><li>• More people using Internet in the home.</li></ul>	<p style="text-align: center;"><b>THREATS</b></p> <p><i>Factors external to your business that may pose a threat.</i></p> <ul style="list-style-type: none"><li>• Deregulation of the industry.</li><li>• New environmental protection laws.</li></ul>

## 9.2 Finding your SCA

***Every Business must have one!!***

As discussed earlier every industry has key success factors, these are the factors that determine success in that industry. However in order to operate successfully in any industry a business must find a way to turn one or more of these key success factors into a sustainable competitive advantage (SCA), that is something that you do better than anyone else.

A SCA must have two characteristics:

1. ***Durability*** – The rate at which your SCA will depreciate.  
Will your SCA become obsolete? If so, in how long? What research and development or innovation can you implement to sustain your competitive advantage?
2. ***Imitability*** – Can others duplicate your Sustainable Competitive Advantage?  
What can I do to stop it from being copied? – patents, etc.

What is Your SCA?

Will my SCA become obsolete? How long have I got?

What research and development can I be doing to sustain my CA?

Can others imitate my SCA? How?

What can I do to stop them?

### 9.3 Market Entry Strategy

You've decided to take the plunge and enter the market. Before you do, consider the different ways you can implement your BIG marketing idea.

*Table 2: Market Entry Strategies for Your Big Marketing Idea*

<b>Entry Strategy</b>	<b>Major Advantages</b>	<b>Major Disadvantages</b>
Internal Development	<ul style="list-style-type: none"> <li>• Uses existing resources</li> <li>• Avoids acquisition cost especially if unfamiliar with product /market</li> </ul>	<ul style="list-style-type: none"> <li>• Time lag</li> <li>• Uncertain prospects</li> </ul>
Internal Venture	<ul style="list-style-type: none"> <li>• Uses existing resources</li> <li>• May keep talented enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed success record</li> <li>• Can create internal stresses</li> </ul>
Acquisition	<ul style="list-style-type: none"> <li>• Saves calendar time</li> <li>• Overcomes entry barriers</li> <li>• Problem of integrating two organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Costly – usually buy redundant assets</li> </ul>
Joint Venture of Alliance	<ul style="list-style-type: none"> <li>• Technological/marketing unions can exploit small/large firm synergies</li> <li>• Distributes risk</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for conflict in operations between firms</li> <li>• Value of one from may be reduced over time</li> </ul>
Licensing from Others	<ul style="list-style-type: none"> <li>• Rapid access to technology</li> <li>• Reduced financial risk</li> </ul>	<ul style="list-style-type: none"> <li>• Will lack proprietary technology and technological skills</li> <li>• Will be dependant on licensor</li> </ul>
Educational Acquisition	<ul style="list-style-type: none"> <li>• Provides window and initial staff</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of departure of entrepreneurs</li> </ul>
Venture Capital and Nurturing	<ul style="list-style-type: none"> <li>• Can provide window on new technology or market</li> </ul>	<ul style="list-style-type: none"> <li>• Unlikely alone to be a major stimulus of firm growth</li> </ul>
Licensing to Others	<ul style="list-style-type: none"> <li>• Rapid access to a market</li> <li>• Low cost/risk</li> </ul>	<ul style="list-style-type: none"> <li>• Will lack knowledge/control of market</li> <li>• Will be dependent on licensee</li> </ul>

## 9.4 Market Growth

Four common ways to achieve market growth are outlined below in *Table 3*.

*Table 3: Market Growth Strategies*

	<b>Present Products</b>	<b>New Products</b>
<b>Present Markets</b>	<p><b>I. Growth in existing product marketing</b></p> <ul style="list-style-type: none"> <li>• Increase market share.</li> <li>• Increase product usage.</li> <li>• Increase the frequency used.</li> <li>• Increase the quantity used.</li> <li>• Find the new application for current users.</li> </ul>	<p><b>II. Product development</b></p> <ul style="list-style-type: none"> <li>• Add product features, product refinement.</li> <li>• Expand the product line.</li> <li>• Develop a new generation product.</li> <li>• Develop new products for the same market.</li> </ul>
<b>New Markets</b>	<p><b>III. Market development</b></p> <ul style="list-style-type: none"> <li>• Expand geographically</li> <li>• Target new segments</li> </ul>	<p><b>IV. Diversification involving new products and new markets</b></p> <ul style="list-style-type: none"> <li>• Related</li> <li>• Unrelated</li> </ul>

## 9.5 Market Segmentation & Products

List your markets, segments and products below.

MARKET	SEGMENT	PRODUCTS	SERVICES
Audio Visual Market	<ul style="list-style-type: none"> <li>• Consumers who have a moderate knowledge about sound.</li> <li>• Male.</li> <li>• 25 – 40</li> <li>• Value Premium audio sound.</li> </ul>	Pioneer speakers, audio systems and home entertainment.	Warranties, customer service hotlines, repairs centre.

## 9.6 The Four I's of Services

While the basic rules that apply to marketing a product apply when marketing a service there are a number of other factors unique to a service that a marketer must take into consideration. These are commonly known as the four I's of Services; Intangibility, Inventory, Inseparability and Inconsistency.

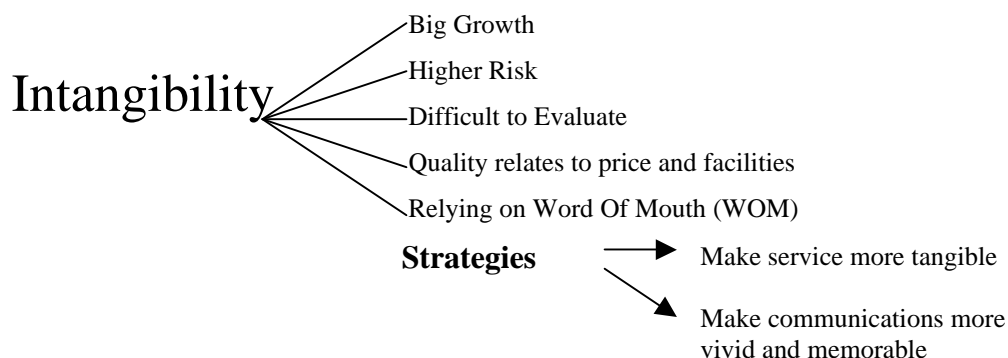
### 9.6.1 Intangibility

Unlike a product a service cannot be seen, touched or smelt. Often the consumption of the service occurs simultaneously with the purchase making the concept of refunding, rain checks or "try before you buy" impossible.

The risk of purchase is therefore much greater for the consumer and the risk of supply is greater for you. However there is an upside to this, as the risk of purchase is increased for a service and so is the degree of loyalty. For example there is more risk in changing brands or service providers.

Minimising the risk to the consumer by introducing "try before you buy" schemes or discounts for first time users is an effective way to reduce the switching cost for the consumer and to gain customers.

The key to managing intangibility is making the service as tangible as possible, this is why hotel rooms have shampoos, stationary, shower caps etc all with the logo on it. This enables the consumer to make their service more tangible.



### 9.6.2 Inventory

A service is perishable and can't be inventoried, if there are vacant rooms in a hotel they cannot be carried over and added to the rooms for the following night. If they are not used that night they can never be used again. This is why many hotels require non-refundable deposits on rooms and restaurants often overbook.

Managing supply and demand is one of the most challenging aspects of marketing a service and if not done well can be an area where your business can lose a lot of money. *Table 4* illustrates various strategies used to manage demand.

*Table 4: Ways to manage demand*

STRATEGY	CONCEPT	EXAMPLE
<i>Change the Time of Customer Demand</i>	Persuade a segment of your market to use your service at a different time in order to spread demand more evenly.	A bus company offering further discounted fares to students and pensioners who travel outside of peak times.
<i>Involve Customers</i>	Introduce an element of self-service in peak times.	The business day of the year for many restaurants in Mother's Day. Many restaurants will introduce a buffet meal on Mother's Day and other peak times to manage the high demand.
<i>Delegate a portion of the service to a third party.</i>	This can be broken down into four areas, information, reservations, payment and consumption. It is often possible to provide higher service quality if a third party handles one or more stages in the service delivery process.	Airlines delegated reservation, payment and information services to travel agents who are more centrally located to the consumer.

*Source: Lovelock, 1996*

### 9.6.3 Inseparability

This aspect of services marketing refers to the fifth P: People. The service provider can very rarely be separated from the service, therefore making internal marketing or recruiting a major aspect of your services marketing plan.

### 9.6.4 Inconsistency

Have you ever been to a restaurant and received an extremely generous meal serving and gone home to brag to you friends about the value for money that you receive only to return to be served a far smaller dish and questioning the value for money?

Customers value consistency and because services rely so heavily on the human service provider quality control forms a large aspect of the services marketing plan. Unlike a machine that can be calibrated to produce a packaged meal portion that is less than 0.00001% different from the last, services rely on the person providing their service and often the person who provides the service one day is different to providing it to the next. Table 5 illustrates some strategies used to manage variability.

*Table 5: Ways to Manage Inconsistency*

Strategy	Concept
<i>Franchising</i>	<p>While franchising is not a solution to variability issue there is some lessons that can be learned from the franchise industry.</p> <p>Franchisers when developing a franchise arrangement leave no aspect of the service undocumented.</p> <p>Non-franchising service providers can learn from this by examining every part of their service and developing standards, codes of conduct, standard practices and procedures.</p>
<i>Internal Marketing</i>	<p>Often inconsistencies occur when employees don't understand that giving a customer a large portion one day sets, for example, an expectation and has the potential to decrease service quality in the future.</p>

*Source:* Lovelock, 1996

## **9.7 Promotions**

What is your promotional strategy? Start by asking how you want to position your product or service, using the positioning maps discussed earlier will enable you to see how you are positioning the product or service now.

Your promotional strategy should include a communications or advertising strategy, a media strategy and a public relations strategy.

### **9.7.1 Media Management**

This section aims to help you manage and understand the media. It will assist you to:

- Understand how the media works.
- Learn what makes an effective media communicator?
- Develop a workable media relations plan
- Write and refine a media release
- To learn how the media works and improve media performance skills so you can identify media opportunities and more confidently deal with the media.
- To gain ‘positive’ media coverage from your promotions activities.
- To be more pro-active with the media rather than reactive.
- To develop a media relations plan.

### **9.7.2 Why media coverage?**

Editorial coverage is said to be four times more effective than advertising and is more credible with a third party endorsing the promotion. The trade off is you lose control over publication or broadcast.

### **9.7.3 What makes skilled media managers & performers different?**

Think of someone who regularly appears in the media as a guest or as talent (someone who is being interviewed and NOT the interviewer). They should be someone whose communications skills you respect.

My media performer role model is .....

What makes them different from others? Why do they get their message across so well? When they are dealing with the media - what techniques do they use? List 5 points below.

✓
✓
✓
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### **9.7.4 What is news?**

When dealing with the media you must understand what drives their decision-making.

News values drives this. It determines what appears on page 1 of the newspaper and what appears on page 51.

What is news in your view?

### 9.7.5 Threats & opportunities in dealing with the media

What are the threats and opportunities in dealing with the media?

<b>THREATS</b>	<b>OPPORTUNITIES</b>

### 9.7.6 Understanding different media tools

To develop an effective marketing communications plan there are a range of media tools available to the manager. Often the best way of getting your message across to the broader community is to use the media with the widest possible audience. The most immediate is radio news bulletins, followed by TV news and then daily newspapers.

Often, if you are in a crisis situation, the story will have a strong news value. The challenge will be not so much getting media coverage, but managing both the media and the message.

Also in a crisis situation, the story may develop and be ongoing. Journalists will be looking for new angles and developments to "keep the story alive". Here the challenge is to keep providing accurate, timely information at all times.

### 9.7.7 What is the difference between radio, TV, newspapers and the Internet?

Radio	TV	Print	Internet

### 9.7.8 What is the difference between news and current affairs?

News	Current Affairs

### **9.7.9 Here are other examples of media and their requirements**

#### ***Community Newspapers***

- Focus on news with broad appeal and local interest.
- More likely to run "good news".
- Often work to weekly deadlines.
- Appreciate photographs and prepared media releases.
- Regular columns or advertorials often available.

#### ***Regional Newspapers***

- Focus on news with broad appeal and regional/local interest.
- More likely to run "good news".
- Often work to weekly deadlines.
- Appreciate photographs and prepared media releases.
- Regular columns or advertorials often available.

#### ***Rural Newspapers***

- Focus on news with specific rural/agricultural interest.
- Main target audience farmers.
- More likely to run news impacting on largest number of readers - i.e. major industries - grains, wool, meat.
- Work to weekly deadlines.
- Increase your chances of inclusion by targeting journalists who cover particular industries.
- Think about picture and interview opportunities, which may boost the appeal of your news - especially people in rural/agricultural location.

#### ***Statewide & National Newspapers***

- Have the choice to pick and choose stories because of range of content and issues available.
- Increase your chances of inclusion by targeting journalists who cover particular industries, e.g. rural writers.
- Think about picture and interview opportunities to boost the appeal of your news.

#### ***Specialist Magazines & Trade Journals***

- Designed to inform of events and issues within an industry.
- Target specific interest groups.

- Are useful in targeting particular groups - business community, dairy farmers etc.
- Often will run prepared stories/articles.
- Provide photographs.

### ***Newsletters***

- Key tool for promoting an understanding of what happens within organisations and industries.
- Are popular and widely read for their news value.
- Useful for targeting industries or stakeholders.
- Focus on attractive, easy to read copy, which is informative

### ***Radio***

- Understand the difference between news bulletins and more in depth programs. Prepare your news to suit the requirements.
- News - short, sharp release with contact details.
- Current affairs/talk back - you will need to "sell" your story to the program producer.
- Be prepared to come into the studio.
- Also key differences between specialist programs, *Country Hour* and more general.
- Regional vs metropolitan vs both. Regional more likely to gain coverage.

### ***Television***

- Difference between news and current affairs.
- Regional TV may cover more locally based stories.
- Key to good television exposure is vision. The better the vision the more likely it is to run.
- Think in pictures.

### ***Internet***

- Emerging media source.
- Greater control.
- Global access.
- Target audience needs to be computer literate.
- Need to be connected to correct search engines.
- Link to other relevant sites.

### ***Speaking Engagements***

- Professional, social, civic, service and other organisations are often on the look out for interesting public speakers and these can be used to promote your message.
- Contact the local media to gain extra coverage if speaking to groups.

### ***Direct Mail***

- Direct approach for getting your message across
- Useful in promoting new events or explaining ideas.
- Can tailor your mailing list to target your audience.
- Low cost and can be creative.
- Can organise in house or delegate to a specialist firm.

## **9.7.10 Getting media coverage**

### **Key Points:**

- Understand the requirements of different channels of communication.
- Build your media contact list and file.
- Target specific media outlets and journalists.
- Plan your approach.
- Become an expert
- Have a gimmick
- Break a record
- Stand for "something"
- Address a conference or group (pre and post coverage)
- Do some research
- Associate with well-known people
- Release a new product
- Be controversial

## **9.7.11 Media Tools**

### ***Who to contact?***

The Editor is like the CEO he is often too busy to give justice to your story. Investigate and research who is writing stories. Target them. Build a relationship. Media people are busy and don't have the resources they used to have.

### 9.7.12 Developing your Media Relations Plan

1. What is your objective?

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2. Who is your target audience?

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3. What are the best channels of communication?

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4. Building a case.

<b>What are the Features?</b>	<b>What are the Benefits?</b>
<b>What Evidence Do You Have?</b>	<b>What Proof Do You Have?</b>

5. What is the key message distilled into 3 key points?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

6. Translate the main message into a "news grab" or "quotable quote".

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<b>PREPARATION SHEET</b>
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**Objective:**

**Target Audience:**

**Date & Title:**

**Crux of Story in Key Points:**

**Key Messages:**

**Example:**

**Quotable Quote:**

**Contact Name & Number:**

## **The Media Release - Use**

- Key points
- Short sentences and paragraphs
- Minimum waffle, maximum everyday language
- Positive and active words and phrases
- Keep it to one page - two at most

## **Logistics**

- The essence of your story/news in the first sentence - must grab the reader (news editor). Often little difference between a release and published story. Read the paper to see how a reporter does it.
- Most important information first.
- Answer 5 questions - who, what, when, where and most importantly why?
- Use the full name of your organisation and any abbreviation early in the release.
- Quotable quotes from a named spokesperson that can be contacted for further comment.
- A contact name and number (all hours) for media to call should they need to.

## **Style**

- Clear writing is a sign of clear thinking.
- Use a short word instead of a long one.
- Prefer a familiar word to the fancy.
- Be specific, don't waffle.
- Use the active instead of the passive.
- If it is possible to cut out a word, always cut it out.

## **Some useful hints**

- Plan
- Aim for a clear direct transmission of the message
- Type it
- Use letterhead where possible
- Clearly title it "News Release" or "Media Release"
- Date the release and indicate if there is more than one page.

<p style="text-align: center;"><b>PREPARATION SHEET</b> Media Release</p>
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**Objective:**

**Target Audience:**

**Date & Title:**

**Crux of Story in First Paragraph:**

**Key Messages:**

**Example:**

**Quotable Quote:**

**Contact Name & Number:**

<p style="text-align: center;"><b>PREPARATION SHEET</b> <b>RADIO INTERVIEWS</b></p>
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**Objective:**

**Target Audience:**

**Main Message:**

**Example 1:**

**Example 2:**

**Analogy:**

<p style="text-align: center;"><b>PREPARATION SHEET</b> <b>TV INTERVIEWS</b></p>
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**Objective:**

**Target Audience:**

**Main Message:**

**Example:**

**Quotable Quote:**

### **9.7.13 Preparing for an Electronic Media Interview**

As with any form of verbal communication, whether you are giving a presentation, speaking on the phone or being interviewed on television, it is vital you warm up your most important muscles.

Let's face it, everyone gets nervous. The real professionals harness that nervous energy; physically and mentally preparing for media interviews.

When you go out to play sport and want to perform at your best, you stretch and warm up your body and muscles. Professional sports people wouldn't think of going out to play their main sport without warming up first.

You as a professional communicator should be no different. Always warm up your vocal chords, mouth, tongue, lips, diaphragm and upper body.

If you do this every time, you speak you will come across as more articulate, credible and persuasive.

Here are 10 tips on warming up before a presentation and ways to build a bigger voice.

### 9.7.14 Ten Ways to Build a Bigger Voice

1. ***Build Clarity by Warming Up.*** Get into a routine to warm up your most important muscles. Use specific exercises to loosen up your jaw, lips and tongue.
2. ***Practise Difficult Phrases.*** Once you've warmed-up do a couple of tongue twister exercises to put it all together. Examples include '*red leather, yellow leather*' and '*a big black bug bit a big black bear*'. Try saying these quickly then slowly.
3. ***My Voice Comes From My Belly.*** Now the juices are flowing, it's time to get some tone and timbre in your voice. This comes from your diaphragm. Practise breathing and fill your belly like it's a balloon.
4. ***Posture.*** Your posture is important for voice projection. Warm up your neck, shoulders and rib cage. Get in a comfortable stance with your feet firmly planted. Remember your stance when you feel most comfortable. Use hand gestures if this suits your style.
5. ***Relax and Smile.*** The more relaxed you are the more confident you will feel and appear. Remember most audiences want you to succeed. Smiling at the audience helps you relax. Harness your adrenaline in a positive way.
6. ***Be positive.*** A positive attitude is very important. Visualize how it felt when you last made a really successful presentation. Remember and visualize this moment. Feel and use this positive feeling.
7. ***Speak from the Heart.*** Use emotion and feelings in your voice and words you choose. Eighty percent of voice tone is emotion and this will help you touch your audience.
8. ***Evaluate and Seek Feedback.*** Always evaluate your performance and seek to improve each time. Ask for feedback from others who you are comfortable with.
9. ***Take Care of Your Voice.*** Always take care of your voice.
10. ***Be Yourself.*** Develop your own style and be yourself.

**9.7.15 Personal Action Plan**

1. My strengths as a media performer are:

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2. My weaknesses as a media performer are:

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3. My personal action plan is to improve:

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### 9.7.16 Getting the Best from the Media - 10 Success Tips

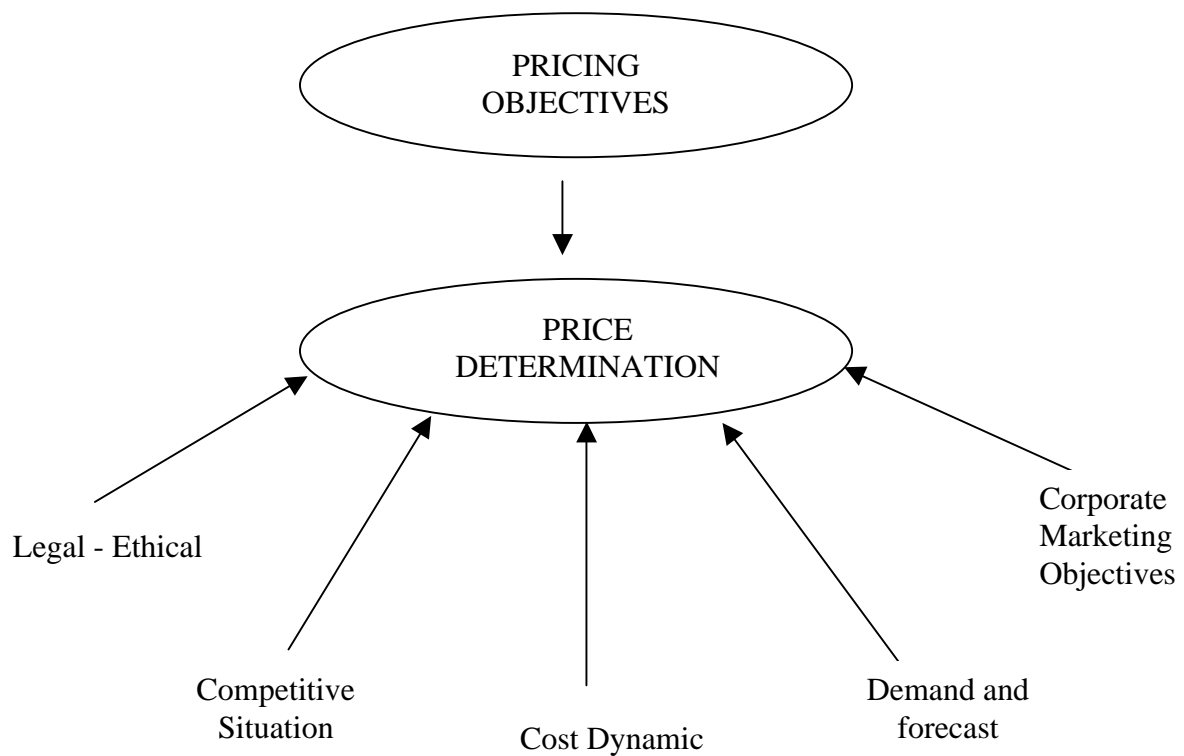
1. **Know Your Strengths.** What are you an expert at? What is your specialised area of expertise? What unique services or information can you offer? Position yourself as the expert.
2. **Clarify your communication objectives.** What do I want to achieve? To inform or entertain? To provide information? To build a profile? To influence public opinion? Personal marketing? Marketing or launching a new product or service?
3. **Define your target audience.** Who is my target audience? General public? Customers? Competitors? Suppliers? What age are they, what level of education, what beliefs and values, geographical location, how do they use the media?
4. **Identify the best channels of communication.** What is the best way to reach your target audience? TV, radio, Internet, newspapers - local or Statewide, specialist or generalist, industry publications, community newsletters?
5. **What is your key message?** Distill what you want to say into three key points.
6. **Build your case!** What are the features, advantages and benefits of your message for your target audience? What evidence and proof do you have?
7. **What is the hook?** What will make your message or media release stand out from the rest? Be creative. Use a media release to control the information flow.
8. **Develop long-term relationships with the media.** Visit and meet them face-to-face. Network and get to know them.
9. **Use the Three Golden Rules to Perform at your Best.** Know your topic, be prepared and relax.
10. **Seek Professional Help.** For maximum impact, effectiveness and value seek the advice of a media and communications professional.

## 9.8 Pricing

When devising your pricing strategy it is important to ask the following questions:

- Should you be price leader?
- Should you be a price follower?
- What is your forecast for demand?
- What is the perceived value of your product/service?

*Figure 15: Pricing Strategies*



## 9.9 Marketing and Brand Building

### 9.9.1 What is your definition of a brand?

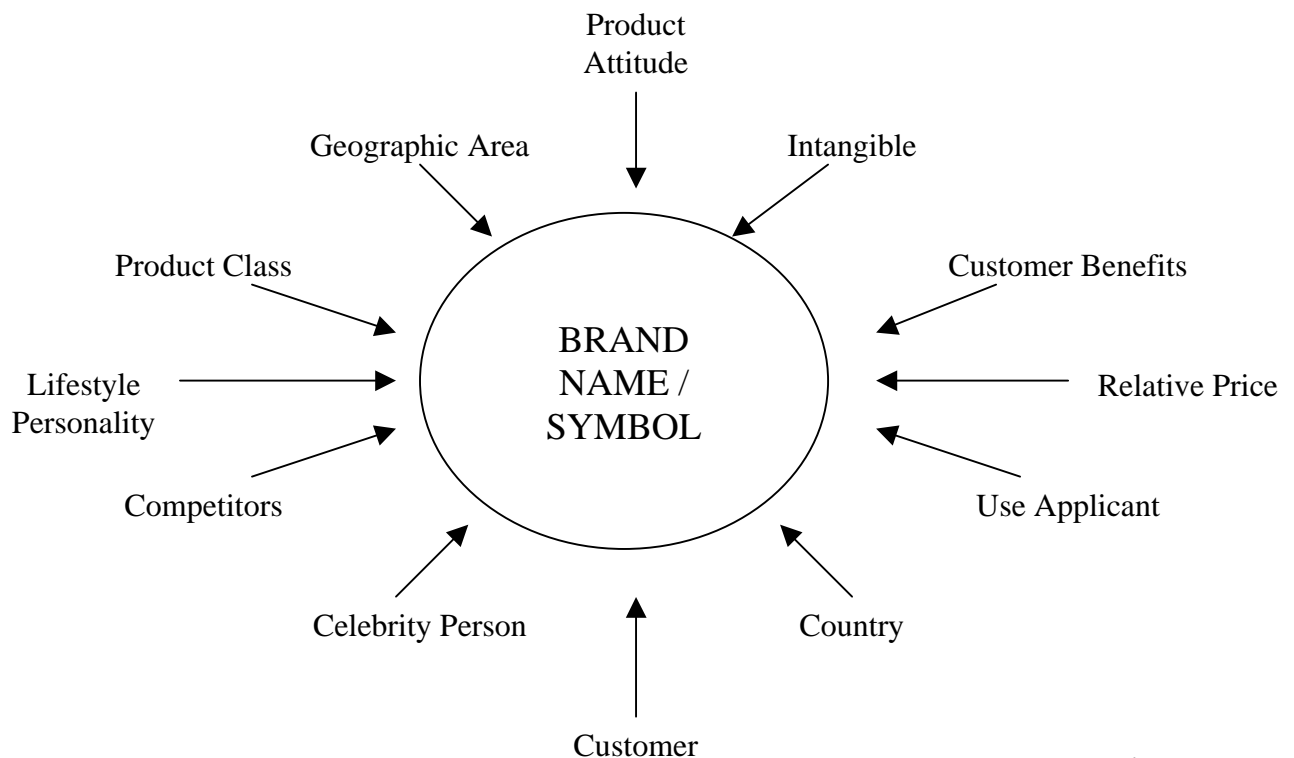


“A product is something that is made in a factory, a brand is something that is bought by a customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand is timeless.”

Stephen King , WPP Group, London

### 9.9.2 Branding Concepts?

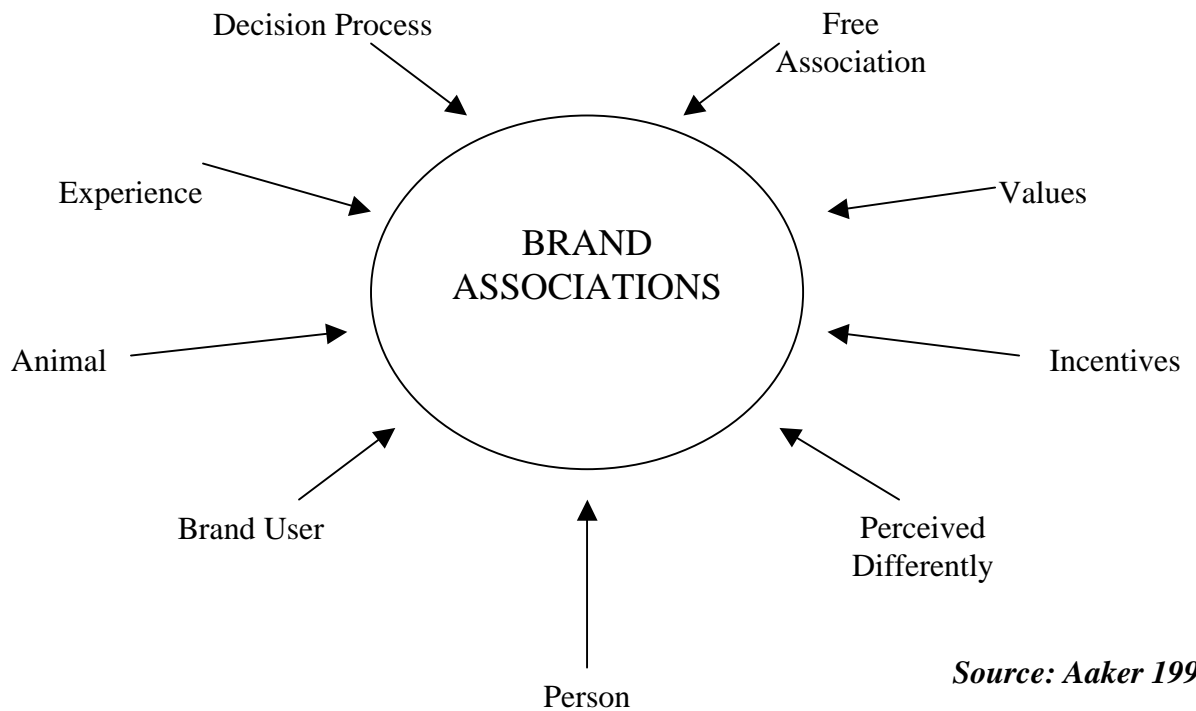
Figure 16: Brand Attributes



Source: Aaker 1991

### 9.9.3 Understanding Branding

Figure 17: Understanding Branding Concepts

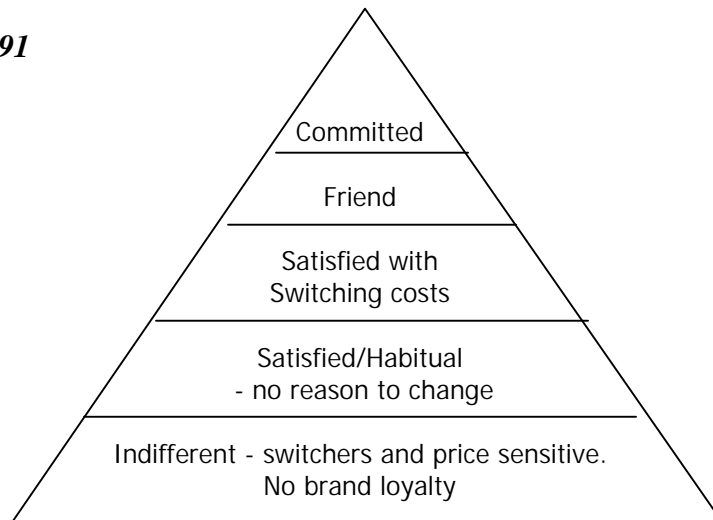


*Source: Aaker 1991*

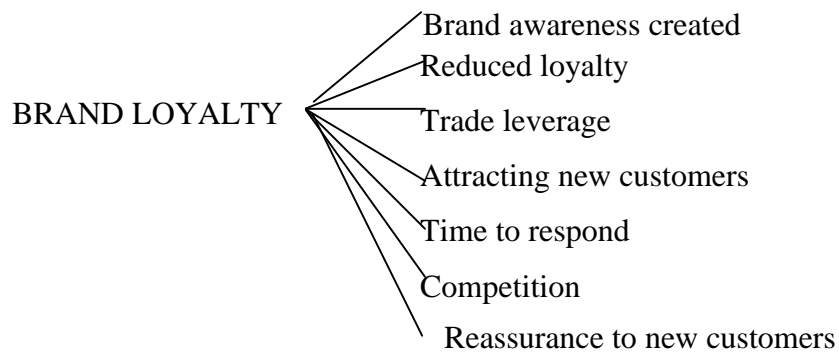
### 9.9.4 Brand Loyalty

Figure 18: The Loyalty Pyramid

Source: Aaker 1991



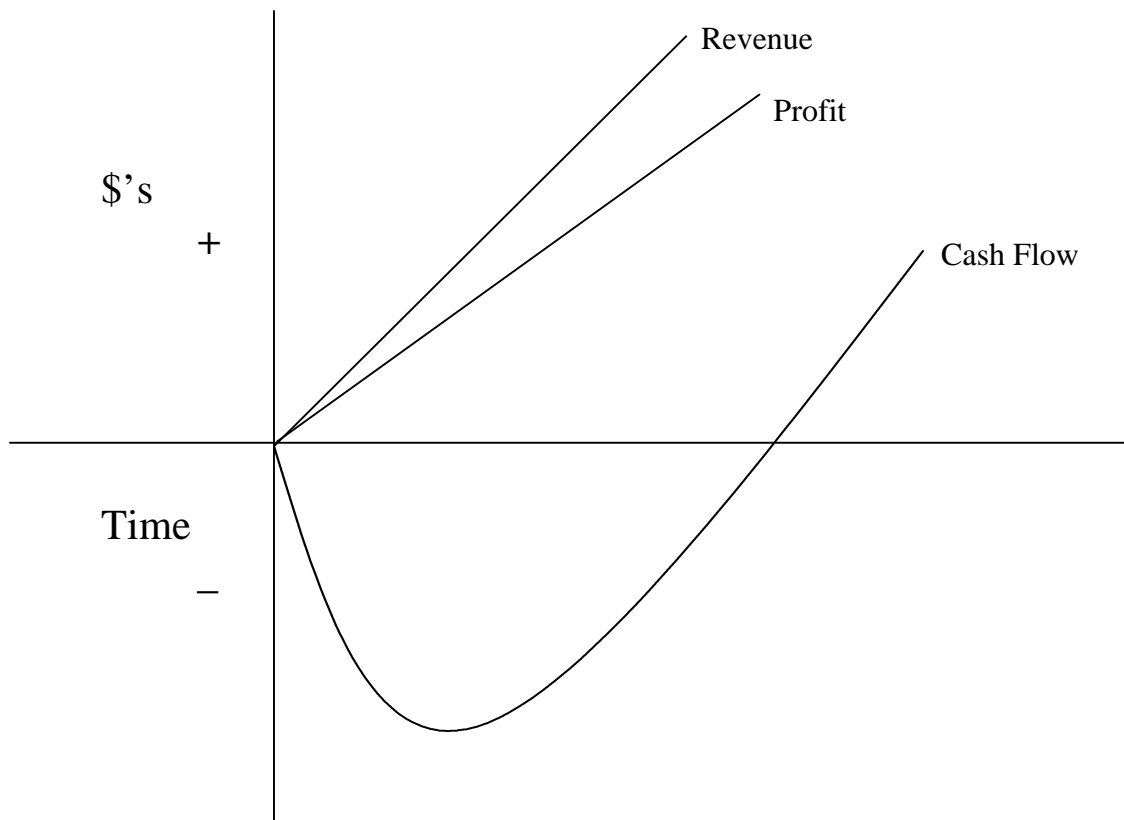
### 9.9.5 The Value of Brand Loyalty



### 9.9.6 What are the costs of building a brand?

They are three times as much as product development.

*Figure 19: The Costs of Brand Building*



### 9.9.7 Creating Loyal Profitable Customers

#### CREATING LOYAL PROFITABLE CUSTOMERS

1. Treat the customer right.
2. Stay close to the customer → Follow up.
3. Measure and manage customer satisfaction.
4. Create switching costs.
5. Switching incentives.
6. Provide extras.

### 9.9.8 Qualities of Brand Builders and Community Brand Leaders

*BRAND BUILDERS ARE:*

**P**ASSIONATE

**P**ROFESSIONAL

**P**EOPLE LEADERS

**P**RINCIPLED

**P**ROFIT ORIENTATED

## 10.0 MARKETING EXERCISE

The objective of this exercise is to develop a draft marketing plan for your Big Marketing Ideas. Choose an idea and work through the marketing audit by answering the following questions.

### 10.1 Mission, market segment & products

1. What is your business' or community group's mission?

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2. Who are your customers?

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3. How would you describe your customers in terms of age, occupation, income, education, values and beliefs?

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4. What type of products/services do you offer?

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5. What additional products/services could you offer?

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## 10.2 In the external (macro) environment, what are the drivers of change?

6. *Demographic & Economic?* Population size, age structure, family structure, population shifts & distribution, education, occupation, ethnic background, income, consumer spending patterns & habits?

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7. *Natural?* Raw materials, energy, pollution?

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8. *Technological?*

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9. *Legal & Political?* Legislation and public interest groups.

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10. *Social & Cultural?* Values, perceptions, preferences & behaviour?

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## 10.3 SWOT Analysis

11. What are your business' **Strengths**?

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12. What are your business' **Weaknesses**?

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13. What are the **Opportunities** for your business?

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14. What are the **Threats** to your business?

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## 10.4 Competitive Analysis

15. Who are your competitors?

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16. What are the forces driving competition?

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## 10.5 Positioning and promotions

17. If your business were an animal - what would it be?

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18. What statement best describes your business?

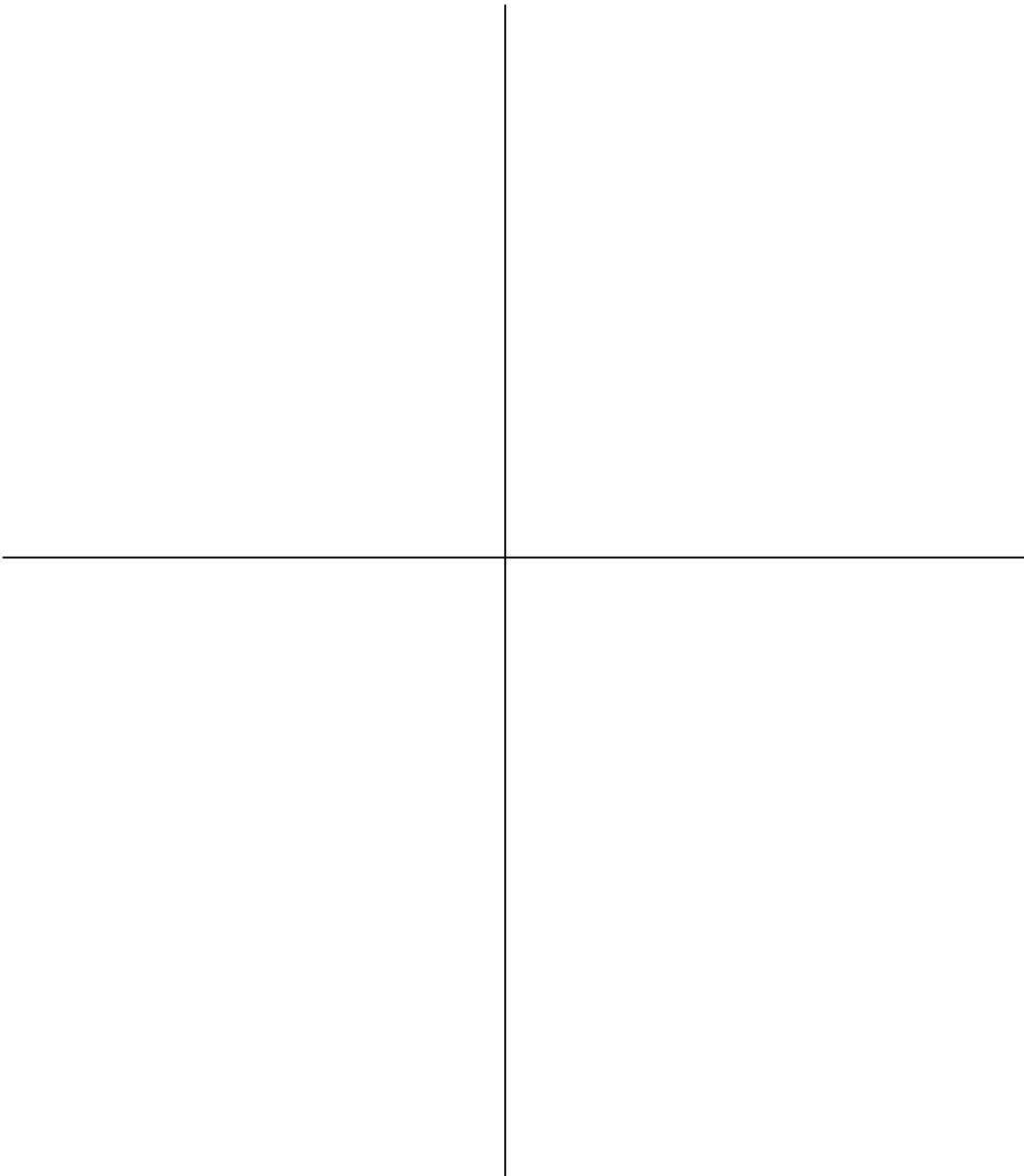
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19. Draw on a map how your business/product compares to your competitors?



## MARKETING COMMUNICATIONS

20. What are your promotional/communication goals?

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21. Who is your target audience?

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22. What are the best channels of communication to reach them?

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23. What are your business' features?

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24. What are your advantages over competitors?

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25. What are the benefits to customers?

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26. What evidence do you have?

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27. What proof do you have?

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28. How would you measure the success of your marketing communications?

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## 10.6 PRICE

29. Should you be a price leader or price follower?

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30. What is your forecast for demand?

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31. What is the perceived value of your product/service?

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32. How will you charge?

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33. What is the budget for your marketing plan?

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## 11.0 LEARNING LOG

What stood out?

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How can you apply these skills?

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What am I going to do now?

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## **12.0 10 TIPS ON MARKETING**

1. Clarify your mission.
2. Have a plan and set some goals and strategies.
3. Know your strengths and build on these.
4. Identify and talk to your customers.
5. Find out who your competitors are.
6. Put a value on your service.
7. Let people know about your service.
8. Add value to existing services.
9. Differentiate your service from others.
10. Evaluate and review on a regular basis.

## 13.0 HOW CAN WE HELP?

**8M Media & Communications** provides marketing, media and management solutions at an individual and corporate level to top 500 companies and government agencies.

An **integrated** and **creative** approach is aimed at improving performance through:

- **Strategic Marketing** - Increase revenue, market share and company profile with a well-focussed and innovative marketing plan.
- **Change Management** - Improve your success rate in achieving long lasting and effective change. Strategic advice on how to communicate change to key stakeholders, investors and employees.
- **Media Relations and Management** - Developing long term and effective relationships with the media. Identifying and recommending target audiences and the best channels of communication. Designing and implementing creative media strategies for maximum impact. Writing, producing and distributing effective press and video media releases.
- **Issues and Crisis Management** - Managing a crisis or an issue out of control. Developing crisis and risk management plans to minimise damage to your organisation from an internal and external perspective.
- **Benchmarking** - What are your future communication needs and how does this compare to present activities? How do you rate against competitors? Includes a communications audit, gap analysis and recommendations to improve performance.
- **Media Training** - Understanding how the media works, what makes a story, when to comment and what to say. Managing and improving media performance with practical sessions on effectively getting your message across for print, television and radio interviews.
- **Executive Coaching** - Improve your effectiveness as a communicator. Personalised coaching and feedback in preparing, planning and delivering persuasive business presentations and other leadership orientated communication skills.
- **Professional Speaker** - Enhance your next event with a professional speaker to make it both memorable and successful. As a member of the National Speakers Association of Australia, <http://www.nationalspeakers.asn.au/members/ThomasMurrell>, you are guaranteed an informative and entertaining presentation.
- **Video & Multi-media Productions** - Producing, scriptwriting, and directing multi-media and quality video productions. This covers corporate videos through to training and induction presentations.

## 14.0 THOMAS MURRELL - MANAGING DIRECTOR 8M

Thomas Murrell MBA is an inspiring, engaging and authentic keynote speaker with a passion for helping others harness the power of the media.

Described by *BRW Magazine* as "*committed to using creativity as a competitive edge*", he is recognised internationally as an expert on how to be media and marketing savvy.

His 'Integrity Marketing', 'Brand Building' and 'Winning the Media Game' topics are full of real life experiences and practical advice.

In a former life he was a TV and radio personality, executive producer and senior media executive ... describing his 12 years at the Australian Broadcasting Corporation as an "*apprenticeship*".

As an International Business Speaker, Tom delivers more than 150 presentations each year to client around Australia and overseas.

The author of "*Media Fundamentals: 8M's Essential Media Kit*", "*How to Turn Your Big Marketing Idea into a Competitive Advantage*" and "*China Media - The Ethics of Influence*", his cutting edge ideas are in great demand around the world.

Tom has won several State and International broadcasting awards and in 1988 was the recipient of a Queen Elizabeth II Scholarship for Young Australians.

He was also one of 15 young Australians awarded a prestigious Vincent Fairfax Fellowship, a program on ethics and leadership for "*people of exceptional promise to make a difference to the world in which they live*", designed and administered by the St James Ethics Centre, Sydney.



A graduate of three Australian Universities, he gained his MBA in marketing from the University of Western Australia and is a former National Junior Hammer Throw Champion!

A powerful communicator, high achiever and charismatic presenter you will leave his sessions inspired, entertained and motivated to achieve your best.

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