KEEP CALM

AND

CARRY ON MARKETING

THE CHARTERED INSTITUTE OF MARKETING

Marketers will lead the path to recovery

In troubled times, many organisations are tempted to cut back on their marketing spend. Our White Paper shows the folly of such a short-term approach, and highlights the long-term damage such cuts can have on brand and profitability.

Despite the grim economic news, now is not the time to panic. Indeed, it will be those organisations that keep a cool head and increase their marketing spend in a recession who emerge strongest when recovery comes.

With contributions from leading thinkers and practitioners, the Paper sets out a powerful case for the key role marketers have in driving recovery in their businesses. Professional marketers, ripe with creativity, imagination and of course the right budget, can grasp the recession as an opportunity, and lead recovery in their business.

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The Chartered Institute of Marketing

WHITE PAPER:

MARKETING IN A RECESSION

Contents

EXECUTIVE SUMMARY

Marketing in a recession

There's no doubt that the recession is having a dramatic impact on UK businesses, with a huge leap in the number of company administrations and receiverships. There were 2,428 insolvencies in the last quarter of 2008, a rise of 220 per cent on the same period a year before. High street names seem to be disappearing by the week. On the face of it, it's a completely understandable and logical step to put the brakes on innovation programmes, to delay campaign launches, and to cut spending wherever possible until the recession recedes.

Bill Gates famously said that if he was down to his last dollar, he would spend it on marketing. But as the going gets tough in the economy, marketing budgets are often the first place organisations look to make cuts.

You only have to turn to the previous recession to see the dangers of such an approach. McKinsey & Company found that companies that remained or emerged in the top quartile of the sample overspent their less successful peers by slightly over 9 per cent during recessions[i], whilst other research has found that companies that increase their marketing spend in a recession recover three times faster when economic conditions normalise[ii].

Even as far back as the 1930s, marketing has proved its worth during tough times. Back then, Moxie was a brand leader over Coca-Cola, but once the depression hit, Moxie felt advertising would be distasteful. Coke had no such qualms and repositioned itself as the perfect pick-me-up. The rest is history.

There are many reasons why the companies that survive a recession are those who keep investing in and committing to their marketing.

First, people don't stop buying in a downturn – they just buy more safely. Those companies that maintain or increase marketing spend are able to focus on projecting the confidence and innovation necessary to provide buyers with the reassurance they are making the right decision.

Second, it's still vital to communicate effectively during a recession. How else will customers know what you can offer them? The alternative could be even worse than "out of sight, out of mind" – customers that notice your brand has suddenly fallen silent will soon smell failure.

Third, surviving in the current climate requires a bigger emphasis than ever on preventing your customers moving to the competition. To achieve this, the need to reassure them that you're "on their side" and to differentiate yourself from the competition becomes increasingly important.

Fourth, your company must adapt to changing market and customer needs. Indeed, if there's one thing that will separate the wheat from the chaff during this recession, it is adaptability.

Fifth, obvious alternatives can actually destroy your business. If, for example, you fall into heavy discounting as a short-term substitute for marketing, you may increase sales in the immediate future, but the long-term outcome will be a devaluing of your brand and lower profits.

Finally, one of the key differences for marketers between this recession and the last is the growth of the internet as a cost-effective, measurable platform to test messaging and gain consumer insight.

The reality is that marketing has the power to stop a business being caught like a rabbit in headlights. In fact, it is the creative marketer, ripe with innovation, imagination and of course the right budget, who grasps the recession as an opportunity.

A lasting legacy

Most people are anxious about putting their hands in their pockets at the moment. What's more, parting with scarce cash is likely to remain a challenge for almost everyone, particularly in an environment where financial providers, previously so helpful, have largely battened down the hatches.

But it is pointless to wait patiently for everything to go back to how it was before. It won't. That's one of the key differences about this recession. Neither individuals, nor businesses, will have as much spare cash as we've been used to, nor the confidence about the future that we once had. "The recession has focused people on what really constitutes value," concludes David Atkinson, general manager, spreads and beverages at Premier Foods. "I think everyone is going to have to look again at their core offering."

For businesses, burying your head in the sand isn't an option. Innovation is as important – arguably more so – than in the good times. The only difference is that this innovation needs to be adapted to current conditions, all the while taking into account that a redefinition of value may be the lasting legacy of this recession.

One way in which a responsible marketer might respond is to acknowledge the movement away from our "throwaway" culture into an era of re-using rather than consuming. Marketers could work to ensure that the key messages around their products and services are originality and longevity. The added benefit of such a strategy is that it helps protect the environment and reduce the carbon footprint – an important step in working towards a sustainable future, an issue that continues to rise up the agenda for many individuals and businesses.

"Original products and services will always hold up better than those that can be easily substituted by cheaper versions, and it's by no means proven that the current economic gloom has dampened our appetite for the new," says Chris Cleaver, managing director of business brands at the brand agency Dragon. "It's just that in these straitened times, customers are going to need more compelling and persuasive reasons to put their hands in their pockets to shell out for goods and services."

In our current climate, we are having to think more about need and less about want, he points out. "So, speaking personally, I'd like a new car, but I don't really need one. But a combination of innovation at product level (so I can justify rationally why a change might be worthwhile – for example on the emissions, fuel economy or tax fronts), innovation at the promotional level (finding ways that might help me spread the financial cost and risk of the purchase) and at the marketing level (designing for desirability and reassuring and coaxing me over the hurdles I face) might change my mind. It would show me that the brand understands me and looks at life through my eyes."

> Original products and services will always hold up better than those that can be easily substituted by cheaper versions
>
> Chris Cleaver, Dragon

Ask any business that's considering cutting marketing spend what its motivation is and they're likely to say that they can't afford to prioritise acquiring new customers through the implementation of new ideas. However, a "steady as she goes" approach puts businesses at risk. Even to sustain profits and maintain market share – let alone to ensure growth – investment in marketing has never been more important.

Arun Prabhu, head of future creations at Arta Foods, says that during a recession, organisations need to think more carefully than ever about connecting with users at a fundamental level – the level of faith and belief. "This is what allows Apple to move effortlessly from computers to music players to phones," he says. "They get copied by other brands – so now LG and Nokia all have touch screens – but there's something about the Apple brand that people buy into."

> People are more likely to switch brands as they search for better deals

If your brand already has a history of such associations, you're ahead of the game. Nationwide, for example, is celebrating the fact that it is solid and dependable – previously perhaps not deemed as motivating messages to send. Even if your brand does not have such associations, the recession provides opportunities. We know that people are more likely to compare prices during tough times – meaning that they are also more likely to switch brands as they search for better deals.

"Microsoft started up in the middle of a recession," points out Chris West, author of *Marketing on a Beermat*. "This is in spite of consumers becoming less trusting when times get tough. It just goes to show that, with the right marketing, even new companies can establish the perception of trust in the mind of the consumer. Also, it's not always the stuff that's expensive that people ditch. In fact, they want reliability and may be prepared to spend more for it. It's up to the marketer to persuade potential consumers that's what you offer. You don't have to be a well-known or long-established brand to achieve it."

There's no doubt that people buy more safely in a downturn but critically, they don't stop spending. Provided your product or service instils the confidence in them that it's the one worth investing in, they will keep coming back.

Visibility

By reducing marketing spend, you risk being forgotten by the consumer. To cut it completely is to gamble with anonymity. It is a slippery slope to making your profile less visible and one which may take many years to correct.

There is no better evidence that playing it safe is a risky strategy than the airline industry's reaction to 9/11. While many airlines brought marketing spend to an abrupt halt following the 2001 terrorist attacks (following the assumption that customers would inevitably cut back on flights), Ryanair confounded expectations by embarking on a vigorous marketing campaign encouraging passengers back to the skies. Its significant growth during that period proves that a robust marketing strategy can carry you through difficult times.

It seems that the industry may have learned a thing or two. The results from a recent survey carried out by Airline Business show that most carriers believe marketing spend should not be slashed during difficult times. 45 per cent said they plan to spend "about the same", 30 per cent said their marketing budget for this year would be higher than last year, while a further 10 per cent said their marketing budget for 2009 would be "significantly higher." Only 15 per cent plan to spend less[iii].

"We're going to spend 10-20 per cent more on marketing this year," reported Icelandair chief executive Birkir Holm Gudnason, whose home market suffered more than most with the collapse of the Icelandic economy in October. "We have seen since October that as soon as we stop promotions, the inflow of bookings slows down. If we are visible, the number of visitors to Iceland increases."

A brand judged to be on the way down because it has fallen silent will rapidly see this manifest in word-of-mouth, which will only serve to accelerate any perception of failure. The bottom line is that if you are not in the game, your competitors certainly will be, giving them an edge you don't want them to have.

"We're on your side"

One of Icelandair's main marketing messages for 2009, according to the Airline Business survey, is a reminder that the country's currency crisis means it has never been cheaper to visit. "People that have wanted to or dreamed of going to Iceland are more likely to go now because of the currency situation," Gundason told them. "We point out that Iceland has never been as low cost."

During downturns, as companies fight for a limited market share, businesses need to show customers they are "on their side." They need to tailor their marketing strategy, demonstrating to customers that they understand their needs.

Tesco is another example of a company with a strong marketing focus – looking at what customers want and then acting accordingly – a feat no doubt helped by the fact that CEO Terry Leahy is a marketer by trade. Unlike some of the other big players in retail, Tesco is not looking at ways of cutting back on service, or closing under-performing stores, or reducing quality, or trimming quantity of product to enable it to continue selling at the same price. Rather, it is taking actions such as considering more own-label products and finding ways of reducing the price of its standard lines, without compromising quality.

Nestlé is already reaping the benefits of a customer-focused approach. The company has defied its peers' gloomy prognoses for 2009, surprising both analysts and competitors with a predicted sales growth of five per cent – something Paul Bulcke, chief executive of the Swiss food group, attributes to Nestlé's strategy of selling cheap as well as expensive versions of the same product category. This includes products such as Nescafé coffee and Nido milk powder, which are sold in small sachets in emerging markets. "Nestlé offers the ability to trade up and down without trading out of Nestlé products," says Bulcke, who insists 2009 need not be "all doom and gloom".

Other examples of ways in which businesses of all sizes are showing customers they're "on their side" is via voucher, incentive and loyalty schemes. Prestige Promotions has launched a newsletter targeted at retaining loyal clients, which they report has generated an excellent sense of community and worth – and crucially, repeat bookings.

Now is the time to think hard about what your customers need and think of creative responses – it doesn't have to be just discounts. It may be an additional ten days to pay over the normal terms and conditions – this can have a huge impact on cash flow, especially for small businesses.

The key is to be visibly closer to your customers and show them that you understand what they are going through and that you are trying to respond accordingly. Develop a spirit of trust and common purpose, focusing on the things you share and value.

Consider the effects that the continued debates in the media around the financial crisis are having on our perception of banks. Most of us now believe that banks have been insulated against the suffering of their customers, and they are generally disinterested in helping them out. Contrast this with Sainsbury's, which is offering us ways to prepare good and wholesome food while still on a budget.

> "Now is the time to think hard about what your customers need and think of creative responses"

The good news is that with so many companies cutting back on their marketing spend, it means that you can get in front of your targeted customers a lot easier, with a reduced amount of competition and often at much reduced rates too.

Differentiate

In over-commoditised marketplaces, it is crucial to differentiate yourself. One way is via quality of service. Consider the fact that having the right tyre pressure can save 5-10 per cent of your petrol costs. There is a potentially huge dividend for the first petrol retailer to announce that they are providing free air on all their service stations. As it is, they all charge, acting as a deterrent.

> "Finding a differentiator is about thinking from the customer's point of view – the essence of marketing"

Encouraging customers to buy less of your product is another way in which you can stand out from the crowd and ultimately increase revenue. It may be counter-intuitive, but it's a sign of the times. "I'm still waiting for the first credit card company to say, 'Spend wisely', and to offer customers that don't do so support and counselling with managing their balance," says Don Peppers, founding partner of Peppers & Rogers Group. "At the moment, their message seems to be, 'The more you borrow, the better off we are and the worse off you are'. Nobody really trusts credit card companies because we know that's how it is. But the credit card company that really wants to get on customers' side will help them live a more responsible life."

Amazon is an excellent example of how persuading your customers to pay less can be a positive marketing action, says Peppers. "When I ordered a book from Amazon the other day, I got a warning message reminding me that I'd bought the same book back in April. 'Are you sure you want it again?' the company asked me in a pop-up bubble. They could easily have profited from my mistake, but they decided to do the responsible thing, ultimately making me feel good about the brand."

Changing your focus in terms of associations with your brand can be another good way of differentiating yourself. Consider last year's Christmas television advertising campaigns, the most successful of which were those that emphasised "family values" and caring for those you love, rather than the acquisitive style of campaign we've become familiar with in the past. The marketing heads behind such campaigns recognise that we're witnessing the end of the materialistic era and entering a phase of more sober contemplation – and that advertising can reflect that, rather than throwing the towel in.

"Beyond obvious things like money-back guarantees, appropriately generous return policies, and expanded customer service hours, marketers can do a lot with creative, copy and overall look and feel," says Jim Wehmann, senior vice president of global marketing at Digital River. "Microsoft recently ran online advertisements featuring a baby for its Office product. The company tied it altogether by talking about using Office Word for creating your own baby announcements and it worked."

Finding a differentiator is about thinking from the customer's point of view – the essence of marketing. It also involves keeping track of your competitors and their strategies. That said, avoid the temptation to simply copy them – remember that the most sustainable solution for you will be unique to your organisation.

Adapt

In a recession, you need to think more imaginatively than ever, finding ways to adapt to the new environment.

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Consider a retailer providing automotive spare parts. Because of the decline in new car sales, more people are hanging on to and driving older second-hand cars. The retailer could target this group of customers, encouraging them to buy their products as a means of saving money.

A further example is a computer equipment company that supplies new hardware to businesses. Orders have been drying up because of the downturn, but they find new business in relocating firms' computer equipment to smaller premises, because so many of their customers are downsizing.

Don't be afraid to experiment. Pret A Manger has used the climate to innovate and try all sorts of new activities; from new shop layouts that reflect changing customer needs, to a range of more "basic" sandwiches at lower cost. By their own admission, not everything they try works, but most do and they learn along the way.

Some electronics companies – both in the b2b and b2c sectors – report that customers have been spending more money on individual items. While previously, consumers may have focused on middle or low cost items in the knowledge that a more innovative product would come along in a few months' or years' time, they are now more interested in products that will see them through these hard times. Marketers with deep market insight, as opposed to those focusing on quick tactical responses, will be the winners in this sector – and this shift from quick operational action to long-term sustainable change is a welcome change for marketers in this sector.

Don't count on discounting

The most obvious response to a hard-hitting recession is to drop your price – dramatically if that's what it takes to keep you afloat in the coming months.

For some companies, the decision is being taken that this is a cheaper, easier and less risky alternative to continuing to invest in marketing. The problem is that this can prove fatal – as evidenced in recent research from the Institute of Practitioners in Advertising (IPA), which has examined data from past recessions[iv].

The results were unanimous and conclusive in four key areas:

1. Cutting budgets in a downturn will only help defend profits in the very short-term.

2. Ultimately the brand will emerge weaker, particularly as the cumulative efforts of previous campaigns can begin to become undone.

3. It is better to maintain your share of voice (SOV) at or above share of market (SOM) during a downturn. The longer-term improvement in profitability is likely to greatly outweigh short-term reduction.

4. If other brands are cutting budgets, the longer-term benefit of maintaining SOV at or above SOM will be even greater.

In other words, while cutting costs may seem like a good idea to begin with, evidence shows that the negative repercussions are just around the corner, with the longer-term results likely to devalue your business. If you communicate panic to the customer, the customer is likely to panic too, and decide against buying.

Chris Cleaver adds that the consumer's idea of what constitutes a bargain can become distorted. "Half-price", for example, becomes standard, whereas previously it was thought of as a really good deal. In addition, it makes us wonder how you can afford to sell stuff at these reduced rates, begging the question, "Have they been ripping us off until now?"

Technology

Technology has transformed marketing over the past decade, enabling marketers to connect with more customers, respond more quickly and effectively to customer needs, and enter into a meaningful dialogue with customers.

> “Promotion on social networking sites such as Facebook is another low-cost and effective way of reaching new customers”

Focusing on electronic or mobile campaigns instead of direct mail, for instance, can save significant costs without necessarily reducing your visibility.

New research commissioned by CDMS highlights how even non-technology based marketing, which enables customers to respond online, can have effective outcomes[v]. Respondents said that being able to respond online is 20 per cent more conducive than average to response and purchase, whilst in contrast, a telephone response mechanism was rated 16 per cent less likely. Personalisation was also high in importance at 14 per cent more likely than average to elicit a response and drive purchasing.

Many small businesses report that the single most effective and powerful way to market is through email marketing, with campaigns generating upwards of £25 for every £1 spent. One SME, Toolkit Websites, reports that regularly communicating with past customers and new prospects is keeping their business at the front of their minds during the recession. “Nobody likes getting hassled by unsolicited emails, so we don’t buy email address lists from broking companies. Rather, we build our own list of email addresses by asking leads and customers for their email details. That way you have permission to send them an email and if the emails are useful and relevant, we start seeing returns quickly. News on new products and services, special offers and all the other great things our company is doing, once every 7 to 14 days, goes down a treat. We see the number of enquiries spike after we send our monthly newsletter.”

For email marketing to be effective, integration must be two-way, particularly at the moment. You want not only to let your customers know about you, but vice versa so that, for instance, you can let your sales team know which prospects have opened your emails, or your account managers know which clients have shown an interest in a particular product. In addition, if you are aware of where someone is in the buying cycle, the email communications can be tailored to ensure the recipient receives the most relevant information at the right time. Such activities can really help close a deal and provide hard evidence regarding the impact marketers are having on the business.

> “Email communications can be tailored to ensure the recipient receives the most relevant information at the right time”

Promotion on social networking sites such as Facebook is another low-cost and effective way of reaching new customers – although it is not suitable for everyone. Kwiqq, a social networking software business, saw a 600 per cent increase in turnover at the beginning of last year, only to find that as the recession kicked in, turnover decreased by 25 per cent. To push their revenues back up again, Kwiqq used online marketing tools such as Twitter, Facebook and LinkedIn, to promote their business. Turnover has increased this quarter and is projected to increase a further 180 per cent.

> “These new forms of media enable a greater degree of dialogue. Anything that allows us to have as close to a direct dialogue with our customers as we can is a good thing”
>
> Tim Mapes, Delta Airlines

For industries where many players have not caught onto the opportunities of the likes of Facebook, marketers have an even better chance of beating the competition.

Consider the Airline Business survey, which showed that over 70 per cent of respondents rated social networking as being “not very important” to their online marketing strategies. Delta Air Lines is wasting no time in exploiting this situation, according to the survey. “Social networking enables us to engage directly with customers – it centres on the quality of the customer experience,” says Delta senior vice-president of marketing Tim Mapes. It’s not just a forum for communicating new product innovation, he says. “In those forums are opportunities to save a customer who has had a bad experience. We look for customers who are evangelists for the Delta brand, and also for those who have had an experience other than we intended them to have.”

The beauty of using social networking sites, he says, is that they are a two-way street. “These new forms of media enable a greater degree of dialogue. Anything that allows us to have as close to a direct dialogue with our customers as we can is a good thing.” Delta has also been using online video-sharing site Youtube to generate discussions about its brand, while a growing number of companies are exploring marketing on content sites, blogs and fan sites.

Primark – a brand that is currently thriving – even has a Facebook group entitled ‘Primark appreciation society’, with close to 100,000 members. Posted questions include ‘Where should there be a Primark where there isn’t one?’ and ‘New make-up range – your opinion,’ providing invaluable consumer insight and engaging consumers in a healthy debate.

Marketers should accelerate the emphasis of their marketing budgets to measurable, optimisation-friendly marketing channels. And this is where online excels. After all, few other channels let marketers monitor spend and results real-time to such a degree, enabling cash-strapped marketing departments to shift budgets from what they can’t measure to what they can. Indeed, the old marketing quote, “Half of my advertising works, I just don’t know which half” is now history in the online world.

Final thoughts

There's no doubt that the economy faces tough times ahead. Two-thirds of financial directors think that the downturn will get worse over the coming months. But for the savvy marketer, the recession can offer as many possibilities as problems.

Provided marketers can demonstrate how marketing fits in with the broader strategic aims of the organisation, they will have a strong case against panic cuts and for investing in the very people who can prevent the gap between you and your competitors increasing.

The most important thing marketers can do during a recession is ensure that every bit of marketing budget is spent wisely. This is true in expansionary times, but becomes critical in slowdowns. By all means, allocate the marketing spend differently, but don't slash it.

Fourteen tips for surviving a recession:

1 Find out how your customers' buying behaviour is changing and amend your strategy accordingly

2 Research the market and find what new opportunities are offered by a changing economic environment

3 Review the products and services you are offering

4 Strengthen campaigns by showing solidarity with the customer – "we're on your side"

5 Innovate to encourage more value-conscious customers to keep spending with you

6 Don't devalue a strong brand by discounting

7 Customers don't necessarily buy less in a recession – they just buy differently

8 Nurture and hold on to your existing customers before expensively searching new ones

9 Think creatively – not defensively

10 Invest in those channels that deliver the best returns and prove the most resilient in a recession

11 Take advantage of low demand for ad inventory by demanding more space for less

12 Don't forget to look at other (non-English) markets and talk to them in their own language

13 Measure everything – if you evaluate results, you can prove you're increasing profit

14 Don't be afraid to go back and change your marketing plans in the light of economic developments

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Strategies for Marketing in Turbulent Times
Essential tools to survive the downturn

Today's economic conditions have caused turmoil across sector after sector. Despite the strategic imperative for a more external orientation, business conditions are tough and every £ of marketing spend is critical – new methods and innovative approaches will need to emerge as organisations come to terms with a new reality of business.

This intensive masterclass is intended to provide senior marketers and business planners with the opportunity to take stock of the strategic and tactical challenges they now face. The environment will be a hands-on interactive event with an agenda tackling specific issues and challenges and reviewing options for new solutions to today's business problems.

You will learn how to:

- Explain why the downturn in activity makes an external orientation even more critical to short and long-term success
- Use better methods of segmentation to drive improved market performance
- Use creative techniques to tackle business problems – identifying different strategies for a recession
- Use value chain analysis and other management tools to help review current business models and activities where cost cutting will not impact on customer value and satisfaction
- Manage change both internally and with current customers
- Build longer-term relationships with current customers ensuring high levels of retention to provide a solid business base
- Use new media and technology options to improve the quality and lower the cost of customer communications

After the course, delegates will be encouraged to stay in a network, reporting on changes adopted and their impact, and to continue sharing ideas and supporting each other. The course facilitator will also participate in this network.

Course Information:

14 CPD hours	Two day residential course
Level: Masterclass	Code: 0078

For further information, please call our Client Service Team on +44 (0)1628 427200, email training@cim.co.uk or book online at www.cim.co.uk/courses - enter '0078'

Masterclass - Segmentation, Targeting and Positioning
From effective segmentation to meaningful metrics

Getting segmentation right is not easy, but it does deliver improved business performance. From here the challenges of ensuring integration, clear positioning and the need to collect and use relevant market metrics play their part in maximising the return on marketing investment.

On this course marketing professionals will have the opportunity to consider the challenges associated with successful segmentation, investigating practical approaches that will make a difference to their approach and the effectiveness of marketing activity. They will examine the challenges of integrating a mix they seldom control and consider metrics that will help improve future performance, as well as provide evidence of the returns marketing investment is generating.

You will learn how to:

- Go seamlessly from business strategy to operational marketing plan
- Manage the market research essential to inform your understanding of market dynamics and buyer behaviour
- Identify and validate potential segmentation bases
- Position segmentation strategy within a planning framework
- Evaluate and select priority segments
- Develop, agree and communicate a positioning that provides the basis for competitive advantage and ensures integrated marketing activity
- Manage feedback and control mechanisms to help improve your detailed understanding of future customer needs and allow you to assess the improved return on investment

Course Information:

21 CPD hours	Three day residential course
Level: Masterclass	Code: 0210

For further information, please call our Client Service Team on +44 (0)1628 427200, email training@cim.co.uk or book online at www.cim.co.uk/0210

Email Marketing
Exploit and manage the power of email

Using email for marketing provides a low-cost option to complement or replace direct mail. To achieve successful campaigns, there are many issues which need to be taken into account, which are covered by this course including deliverability; renderability and responsiveness.

Email gives a great opportunity to gain new customers and get closer to existing customers, but there are many pitfalls. This workshop describes a practical approach to email marketing from basic success factors to advanced targeting, tracking and testing. The content is devised to be relevant if you are relatively new to email marketing or an experienced email marketer.

You will learn how to:

- Plan integrated email campaigns
- Devise creative and copy to increase open and click-through rates
- Use tests and tracking metrics to improve response
- Select email marketing management systems
- Revise or devise an e-newsletter
- Use an eight stage approach to building a house list
- Source opt-in B2C and B2B lists
- Review the latest on ethical and legal constraints
- Design an effective e-newsletter
- Measure and improve email campaigns

Course Information:

7 CPD hours	One day workshop
Level: Foundation	Code: 0766

For further information, please call our Client Service Team on +44 (0)1628 427200, email training@cim.co.uk or book online at www.cim.co.uk/0766

Social Media Marketing
Exploit the potential and manage the downsides of consumer participation in online social media

Social networking is the most dramatic change in consumer behaviour and PR since the original growth in use of the web over 15 years ago. The web has given customers a forum to voice their opinion on anything and everything from what they love to what they hate. This diversity of comment and discussion means that your products, services and brands are being discussed right now and this is influencing customer perception and action.

This course will give you a complete guide to your options for using social media to naturally interact with your audience to better understand them and positively influence them. All marketers are naturally concerned by potential damage to their reputation caused by negative 'buzz' and want to know the options for managing negative comments. The course also fully considers your options of techniques, tools and suppliers.

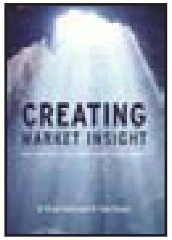
You will learn how to:

- Distinguish between different forms of social networking activity
- Assess the value of a social network to your business
- Review where your brand and products are being discussed
- Measure the effectiveness of social network marketing and e-PR
- Select the best tool for monitoring social networks
- Select agencies for engaging in social networking on your behalf
- Develop policies for employee participation in social networks for marketing purposes
- Build in social media and networking into a campaign
- Develop a plan to prioritise and implement different form of social media marketing
- Evaluate approaches for integrating social media into your own site
- Create your own social networks, blogs, etc using free and paid systems
- Manage a crisis (blogstorm)

Course Information:

7 CPD hours	One day workshop
Level: Foundation	Code: 0651

For further information, please call our Client Service Team on +44 (0)1628 427200, email training@cim.co.uk or book online at www.cim.co.uk/0651



Creating Market Insight
Dr Brian Smith and Dr Paul Raspin
Wiley
£29.99
ISBN: 9780470986530

At a time of deep recession, it's never been more important to get your marketing strategy right. Creating market insight is key to ensuring that you are targeting the right markets and customers, yet for many organisations such insight remains elusive.

In this superb book, Smith and Raspin demonstrate how with some basic principles and processes you can create the market insight you need to generate customer and shareholder value and sustain a competitive advantage.

Their extensive research shows that a strong strategy is vital for business success, and a strong marketing strategy that addresses which markets and customers to target with tailored products and services should form the cornerstone of a successful strategy.

Comprehensive, authoritative, and full of carefully selected case studies across a broad range of industries and organisational size, this is an invaluable guide to gaining the insight you need.

Facebook Marketing
Steven Holzner
Que
£15.99
ISBN: 9780789738028

With more than 80,000,000 affluent, savvy members, Facebook is today's fastest-growing marketing opportunity. But traditional marketing methods don't work here – many users see Facebook as a social space and resent commercial messages.

However, if done properly, social networking and advertising on Facebook can help generate awareness, interest and ultimately sales for any kind of business.

The author, Steven Holzner, reveals the social marketing techniques that really work in this environment, and shows how to make the most of them. Using real-life case studies, he introduces powerful new techniques from today's smartest social media marketers. Holzner also helps you avoid the common pitfalls that can cost you money and credibility.

No matter what business you're in, this excellent book will show you how to create bottom-up, "viral" Facebook marketing programmes that achieve maximum results at minimum cost.

Order now through The Chartered Institute of Marketing's bookshop and receive a 15% discount, quoting MIR0409

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The Chartered Institute of Marketing's latest Marketing Trends Survey (Autumn 2008) reveals that marketers are gloomier than ever about the UK's economic outlook.

The survey, completed for The Institute by Ipsos MORI, reveals that 73 per cent of marketers believe the UK will be in recession in 2009, and 70 per cent believe conditions for the UK economy will worsen in the year ahead – the highest figure since the survey began, and up 30 per cent on this time last year.

MTS is produced by Ipsos MORI for The Chartered Institute of Marketing on a bi-annual basis. It is now available to purchase from The Institute's Information and Library Service. A summary of the report is available to Institute members at **www.cim.co.uk/mts** Please contact +44 (0)1628 427333 for further details.

Price: Members £125
Non-members £200

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