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# SALES-DIRECTED MARKETING

– USE YOUR IDENTITY TO PROMOTE SALES

**CORRIDOR**

## SALES-DIRECTED MARKETING

is about using your identity to promote sales - and its interaction with the human resources.

This book was written to provide guidelines and tools primarily for executives and those in the marketing profession that will enable marketing results to be more predictable and effective.

The most important marketing factor, and the one that's most difficult to control, is the human factor. No one, neither individuals nor firms, can neglect communication. The firm's identity is a permanent source of creativity that is not brought down by the trend of the times: instead, the trend is reflected in the identity.

**CORRIDOR**



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*If what you're doing  
doesn't function as intended,  
then change what you're doing.*

This book is about Sales-Directed Marketing: about using your identity to promote sales. Some will probably be familiar with identity, and surely have a definition of the concept. In this book, identity is equivalent to the actual identity of the company: that core from which the mission, vision and strategies originate, unlike the way in which the outside world perceives the company. The latter we choose to call image. There will be situations where the company's identity and image will be identical. Then we say that congruity exists between identity and image.

The old saying: "a chain is no stronger than its weakest link" is more pertinent than ever considering the current and future level of competition. It is, among other things, seen in light of the fact that the interaction with human resources is crucial when the investment in marketing work is going to produce the anticipated return. Therefore, in this book we have touched on what you need to be especially aware of concerning this interplay, and have provided some suggestions as to how to go about it.

Generally speaking, we hope that the reader perceives this book as inspiration for the way in which marketing is dealt with today, and at the same time we hope that we are

dealing with readers who will try out a few of the tools inside their own company. That's why there are chapters where we have described some simple ways of trying out components of Sales-Directed Marketing. We would very much like to hear about the experiences you have as a reader, and you can find our contact information at the back of the book.

Have a nice time.

## **Background**

The background for Sales-Directed Marketing is many years of experiences with marketing, and staff and organizational development, as well as a genuine interest in understanding human beings and their motives for what they do.

We have previously implemented well-prepared marketing campaigns that had the intended effect, and some that went wrong. The reasons for the latter were most often things that were beyond our control. It was frustrating, and we wished to improve. Therefore it was quite natural for us to explore alternative ways when what we did failed to function as appropriately as we wished.

In our search for methods and solutions that could render marketing results more predictable and effective, we discovered that traditional marketing lacks insight into human beings and their behavior.

Since it was necessary some years ago to face the fact that it's no longer possible to classify people according to their shopping patterns and habits, there has been a lot of

concern within the field. Sometimes, you can get the impression that repetition is the only sure way to success. Whether or not this is the case, we cannot say. But it's expensive.

In 1990 we came across NLP (Neuro Linguistic Programming) - the theory about how we influence each other with our communication. At that time, NLP was relatively new in Denmark, even though internationally it already had several years under its belt. At that time there was a lot of focus on how NLP could be used therapeutically, and therefore at first not the most obvious thing to use for purely commercial reasons. However, we discovered that also commercially, NLP is an eminent work method.

The reason for this is probably that the foundation for NLP is the study of how expert communicators work, as well as how we perceive the world around us. Since marketing is about communication the connection was obvious: all that remained was to utilize the potential.

Bringing NLP into marketing has given us yet another task: namely, to further explain what NLP is, and how we use it. The reason for this is that NLP is a known combination of letters towards which many have a

biased attitude. This opinion stretches from the extremely negative to the extremely positive. The truth can probably be found somewhere in between.

The fact is, Ph.d. John Grinder and Dr. Richard Bandler did a lot of research work uncovering what made certain successful people successful. Subsequently, they attempted to copy these people in order to imitate their "art". This method is what we know today as NLP.

## Why use NLP in Marketing?

As is well-known, you market a product, a service or a message to a target group. Of course this target group consists of human beings; and since human beings are different, and at the same time have some characteristics in common, it's a good idea to use some tools that have been thoroughly tested in the efforts to communicate in the best way with regard to the target group. It is here that NLP makes a difference in comparison with traditional tools.

### ***What is NLP all about?***

Originally, NLP was developed by Ph.d. John Grinder and Dr. Richard Bandler in the early seventies. Since then, they and others have continuously further developed the original ideas. Bandler's definition of NLP is: "NLP is an attitude and a methodology that leaves behind a trail of techniques."

### *Attitude*

- The most essential attitude is curiosity. When you see someone do something excellent, then ask yourself: "How does he do that?"

### *Methodology*

- The foundation for NLP is a method called 'modelling'. In order to model a person you must observe:
  - Their physiology: what is the person doing with their body?
  - Their language: how do they use words, how do they structure their speech in order to get the results?
  - Their thought patterns: how do they construct their model of the world?

Bandler said, that the important thing is to be curious and imitate or model elegance, and that's what NLP is all about.

In fact, NLP is not new. Similar ideas can be observed throughout history. For example, Edgar Allen Poe's story, "The Purloined Letter", published in 1844:

“When I wish to find out how wise, or how stupid, or how good, or how wicked is any one, or what are his thoughts at the moment, I fashion the expression of my face, as accurately as possible, in accordance with the expression of his, and then wait to see what thoughts or sentiments arise in my mind or heart, as if to match or correspond with the expression.”

Offhand, this can resemble what is called method acting. Briefly, it's that actors attempt to become the character they have to play in order to understand the individual, and thus are better able to convey the message.

***A secondary gain by using NLP is that your sensory acuity is increased and you gain more knowledge about yourself and others.***

*The abbreviation NLP stands for  
Neuro Linguistic Programming.*

Neuro refers to the nervous system or your brain. It includes all your senses; seeing, hearing, touching, smelling and tasting. Almost every second your nervous system receives more than 2 million bits of information - some believe it's more likely 2 billion - even while you're asleep.

Linguistic refers to the language. You influence other people and yourself through your language. It has influence upon their immediate state of mind and behavior, and upon yours as well.

Programming refers to our habits, our repeated thoughts and behavior. These "programs" run unconsciously, which is the reason why most often we are unaware of them. We have programs for getting up in the morning, for making decisions, for being motivated, etc. Some of these programs function well and efficiently, while others are perhaps in need of a little polish. Programming is hardly the term that would be chosen today, but in the seventies the personal computer had just been introduced and the word was "hotter" back then.

In order to be able to model what others do, you must have a very good ability to perceive. It requires, partly being able to see very precisely what someone is doing, and partly be capable of asking about and listening to the processes taking place inside their head.

This ability to observe people so precisely that you are capable of imitating their behavior has many "side benefits". One of them is that your awareness is sharpened, and you gain more knowledge about yourself and others. For example, this knowledge can be utilized in connection with therapy, upbringing, sales, coaching, management and marketing.

## **Important marketing factors**

Previously, and to a certain extent also now, the starting point for marketing has been the market. How does the market look - the competition, customer segments, etc. In recent years some have chosen to give the company a closer look and ask: "What are we good at in this company?" Others have posed the question: "What do we want to be known for within the market?"

It is evident that different angles of attack produce different results. In spite of this, we see that marketing can both succeed and fail regardless of the angle of attack. Thus, there are some factors that we do not control or do not understand. Factors that can cause even a well-organized campaign to fail. The most important of these factors, and the one that's most difficult to control, is the human factor.

It takes special knowledge and insight to understand this factor, or rather to try to understand this factor. It takes a humanistic attitude and knowledge about the mental processes among us. It is precisely this fact that's probably the main reason that it is here that marketing fails.

Normally, who's in charge of marketing within the company? Most often it is a person with a commercial school college degree or similar background. They don't go into the humanistic side of things in depth during their education, and they go into the mental processes to an even lesser degree. Subsequently this knowledge isn't in demand, neither in connection with recruitment, nor further education, nor promotion.

If we take a look at advertising agencies, the consultant often has the same background as a head of marketing, and the Art Director's have a graphic background in addition to training by another Art Director, of course. There's no humanistic approach or incitement here, either.

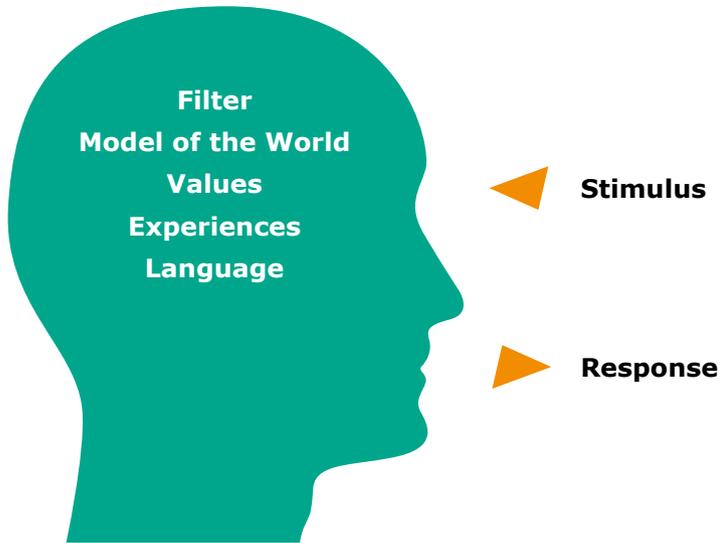
***The human factor  
plays a crucial role in marketing,  
and it can not be controlled.***

## ***The human factor***

The human factor is the most important factor, and we can't control it. There is another important factor that is a product of the first. It concerns the company's total communication. For instance, is there a direct connection between what we consciously communicate through our marketing and unconsciously through our behavior? Between marketing and what the employee talks about at the dinner table, or at social gatherings? Between marketing and the atmosphere that exists internally within the company?

Some will probably claim that it's not possible to decide what employees shall say or think when they are off from work. You can't and you are not supposed to, either. Hopefully, those days will never return. However, this doesn't change the fact that an employee is a company representative 365 days a year 24 hours a day, and what that person says and does is going to, consciously or unconsciously, "rub off onto" the outside world's perception of the company where the person is employed. There's a reason why companies with a good reputation have an easier time attracting new staff.

*In order to gain a better understanding about what creates the basis for our communication, we can take a look at the NLP communication model.*



*The NLP communication model*

The NLP communication model shows that we receive external stimuli, and we respond based upon our perception of the world, including among other things experiences, values, the language we have at our disposal, etc. The first response comes

immediately after the stimuli is initiated and is unconscious. This response has been measured to occur 0.5 seconds before we ourselves become conscious of it. This unconscious response is read by people around us consciously or unconsciously. Added to this comes the more conscious responses that we have 'time' to regulate, but are not always able to, for various reasons. If we are in safe working group or among friends, for example, we can speak freely.

A study conducted by Professor Albert Mehrabian shows that only 7% of our communication's meaning stems from the actual words we use, as much as 38% stems from the way we say the words, and the remaining 55% stems from physiology. We could call it our full body language. The non-verbal, and most often unconscious, communication is many times greater than the conscious and therefore also of crucial importance to the company's success.

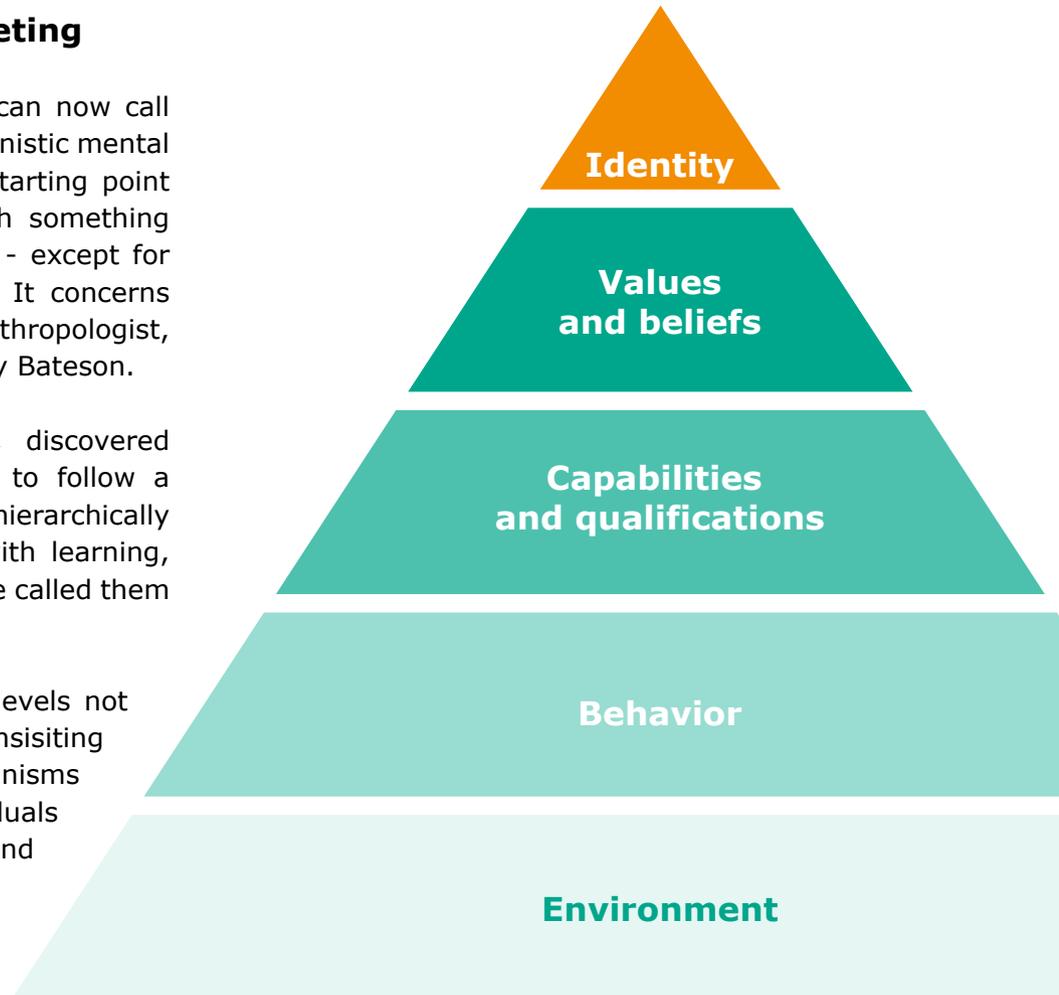


## **A new and improved starting point for marketing**

This combination of what we can now call traditional marketing and humanistic mental insight is becoming the new starting point for marketing. We begin with something that is actually not new at all - except for in connection with marketing. It concerns research conducted by the anthropologist, philosopher and author Gregory Bateson.

Bateson, who died in 1980, discovered that we human beings seem to follow a certain logical succession of hierarchically divided levels in connection with learning, communication and change. He called them "The logical levels".

It turned out that the logical levels not only apply to one organism consisting of an individual, but also for organisms consisting of several individuals such as groups, unions, and companies.



*Logical levels*

The model's dynamic is that each level organizes and controls information on the level situated just below. That means that if something is changed on one level, the underlying levels automatically change.

On the other hand, if something is changed on a lower level the higher levels will not necessarily change automatically.

*The model level for level:*

#### *Identity*

Who are we?

#### *Values and beliefs*

What is important to us in this context, what do we stand for?

#### *Capabilities and qualifications*

What can we do, which skills and qualifications do we have?

#### *Behavior*

What are we doing, what behavior do we exhibit?

#### *Environment*

Where and when does it take place?

With this model as a starting point we can take another look at marketing and, among other things, see why it often goes wrong.

At some point in history it happened that we went from producing what we could to suddenly producing what the customers wanted. A very radical change for many companies back then. The market was examined and focus was set upon the external environment to find out what was wanted.

Several years later, among others, consideration for the environment, cases of child labour and so on occurred, and companies started to think about their behavior in relation to the surrounding world.

Today there are companies whose marketing focuses on whatever it is they are good at. Whatever skills and qualifications they have internally.

Most companies with respect for themselves also have some values and convictions written down. According to experience, it's only very few that actually comply with them, or where the message has gone further than

to the management and board of directors. The values are rarely, or never, utilized in connection with marketing.

Finally, we have very few companies that are aware of their identity. The best of these actively use it in their marketing. It is this identity that permeates all the model's levels, and thereby creates a congruous company where there is coherence between conscious and unconscious communication.

This is the basis for the marketing.

It is of no use to take the existing market as the starting point. It could be that it's no longer the market for this particular company.

If your focus is solely upon external behavior, it will always be necessary to run behind correcting mistakes.

It's too late in the process to intervene. It's not possible to create a behavior that is inconsistent with the company's identity.

The company's skills and qualifications can be examined. The question that ought to

be asked is whether they're the right skills the company has at its command now and in the future.

All companies have values. They can be unwritten - they often are - and they can be written down. If there is a coherence between the written down values, and the values that prevail in the company, they can be used in the marketing as a part of the starting point. But they can't carry the marketing alone.

## Identity and values

If a picture coherent with the company's identity is drawn, it's easy to live up to your marketing. It is not necessary to hide your weaknesses and to put on a show for the outside world, running the risk of contradicting yourself next time because you've forgotten which role you played last.

How many times have you seen an advertisement and subsequently bought the product only to find out that it didn't live up to the ad? In the long run it's a waste of marketing funds, and at worst it's poor marketing.

If you market your company as what it is, your customers will avoid this kind of negative experience. The connection between communication and product has to be coherent, also between communication and behavior. Packaging and content must harmonize. Your communication reveals your true identity.

***Identity is the core  
from which mission, vision and strategies  
originate.***

## ***Determination of the company's identity***

The identity of the company must be determined, and probably already has been. It could just be that it hasn't been written down, but exists more in the form of unwritten agreements. Now is the time to get it written down. Use time on this because the identity is there, whether you are aware of it or not. A written identity is easier to change or maintain than an unwritten one.

If the company hasn't formulated its identity, you can use the following procedure to work it out:

The first thing you have to do is look at who represents the company. Some companies have a charismatic owner or managing director who actually makes up the entire identity of the company. So it's here you begin your analysis. If there's not a single person in question, then you need to interview the authorized management group. Depending on the company's size of the company, this could be the top executives or, in smaller companies, the entire management group.

When you carry out these interviews, you shall do it with one person at a time. You

must take care to create peace and time enough to carry out the interview. It differs from one person to the next how much time is necessary, so feel your way.

In general, you should listen and write everything down that's said. Or even better, record it. Ask the questions below after having explained the interview's background:

How, in your opinion, should we act according to the environment?

How, in your opinion, do you think we should **not** act according to the environment?

How, in your opinion, do you think we should act in relation to our competitors?

How, in your opinion, do you think we should **not** act in relation to our competitors?

How, in your opinion, do you think we should act in relation to the public authorities?

How, in your opinion, do you think we should **not** act in relation to the public authorities?

How, in your opinion, do you think we should act in relation to our customers?

How, in your opinion, do you think we should **not** act in relation to our customers?

How, in your opinion, do you think we should act in relation to our employees?

How, in your opinion, do you think we should **not** act in relation to our employees?

How, in your opinion, do you think we should act in relation to our employees' private life?

How, in your opinion, do you think we should **not** act in relation to our employees' private life?

How, in your opinion, do you think we should act in relation to internal information?

How, in your opinion, do you think we should **not** act in relation to internal information?

How, in your opinion, do you think we should act in relation to the press?

How, in your opinion, do you think we should **not** act in relation to the press?

Who is (company name)?

Who is (company name) **not**?

When you have carried out all the interviews you need to analyse the material. You will quickly discover some common features that are, despite of the different forms of expression, very clear. You gather those and formulate an identity upon the basis of them. An example of a formulated identity could be:

“We are the leaders within our field and point the way ahead to others. We respect our competitors just like the surrounding world around and the environment. We appreciate our employees and keep them continuously informed about everything relevant. We ensure a good work environment in every way possible. We respect the right to privacy.”

Afterwards, you summon everyone that you have interviewed to a meeting where you present the results of this analysis. Then the group has to jointly decide on the identity’s final wording. Then you are ready to proceed.

### ***Determination of the company’s set of values***

On the basis of the company’s identity a set of values and convictions has to be established for the company.

Again, you need to use the appropriate amount of time for this. If the company hasn’t yet formulated a set of values, or needs to revise it, you can use the method below:

The new set of values must describe what the company stands for, and what is important to the company. You have to contact the same people you need to work out the identity’s wording. It has to take place afterwards, and cannot take place at the same time that you discuss identity. It is important that the new identity is conclusively determined before you start working on the set of values.

You have to interview the staff one by one, again. And again, you should listen to and write down everything that is said, or even better, record it. Ask the questions below after you have explained the background for the interview:

In your opinion, what is important to (company name)?

What else is important?  
*(This question is repeated until the person can't think of anything more to say.)*

In your opinion, what does (company name) stand for?

In your opinion, what else does (company name) stand for?  
*(This question is also repeated until the person can't think of anything more to say.)*

After all the interviews, you gather your data, and analyse it in order to find the connections. This is carried out the same way as the identity determination. Then you have to find between 5 and 7 values in the form of single words that have a matching explanation. You can think of values as something abstract, a concept, something intangible. For example, money is not a value, but wealth is. The 5 to 7 words you choose have to be the ones that, when you read them, gives off the overall impression you're left with after having analysed all of the material.

Then you gather all the people you've interviewed for a joint meeting where you all participate in making the decision about the final set of values.

Now the basis has been formed, so you can get started with the actual marketing.

### ***How to use your knowledge about identity and set of values***

All marketing must have its starting point in the identity of the company, its values and convictions. If it's the first time you are consciously working with the starting point coming from from the identity and values of the company, you can consider the following, perhaps together with the rest of the management group, or part of it:

Sit down with the company's written identity and values. Start by analysing them thoroughly, so that you know exactly what they mean, and what they don't mean. Find the identity's boundaries as well as values. Test the boundaries with examples. If your company, for example, has an identity which is: "We are honest and trustworthy in our behavior towards our customers, employees and the world around us." Let us

also assume that you are operating within countries where bribery is a “natural” thing. How will you then handle that in relation to your identity?

When you have this all sorted out, you move to the next step. Here are two ways to proceed: You can either choose to look at the existing product palette, or you can choose to look at the company as though it is totally without products, and then go through a process that is more product-developing. The latter can sometimes be very inspiring, even if you are not dealing directly with product development.

#### *The company with existing product palette*

With the identity and values in mind, start thinking about how they are expressed in the products. Take each and every product, including packaging, etc., and describe what is necessary in order for your identity and values to be reflected in the product.

Then you sit down again with each and every product, packaging, etc. This time you have to describe which identity and what values the product reflects in its present form.

***If you don't know who you are,  
then who does?***

Now make a comparison of these two results and assess whether there's a need to make changes.

The next thing you have to do is conduct market surveys. You have to extend these market surveys with what we have chosen to call "The Communication Factors". Go to the chapter of the same name and read more.

*The company without a product palette*

Imagine that the company has obtained a unique opportunity.

It can replace its production machinery (staff included) with no costs of any kind, not even human ones. With this new starting point, and with the identity and values in mind, now begin to think about what the company is going to produce. Write down all possibilities, you have no limitations. When you have made up your mind, proceed to the next step.

Make 4 lists of all the possible products you have mentioned. Which ones could be produced with the current production machinery, which will require minor

adjustments, which ones will need greater adjustments, and for which ones will completely new production machinery be necessary. With these 4 lists in hand, you assess which products you believe are worth aiming for. If the products you have chosen are on the first 3 lists, then proceed to the next step. If they are on the last list, then go see your board of directors!

Sit down with all the chosen products in front of you. Take them one by one and brainstorm about which markets are relevant for each of them. If concrete target groups appear, then write them down at the same time. Also write down your spontaneous estimate of what can be sold on each of the markets. When you have that in place go on to the next step.

You must now select the products. Which ones are you going to focus on directly, which ones are you going to examine further, for instance market-wise, before you can proceed. Have new markets for old products appeared? Have improvements of existing products turned up? Decide which or what products you are going to continue working with, and remember to involve all the relevant partners in the company.

The next thing you have to do is market surveys. You've got to extend these market surveys with what we've chosen to call "The Communication Factors".



## Communication Factors

We will now take a closer look at we call communication factors. They can be used within the company as well as externally. In the following we will focus on the external target groups.

The communication factors have their origin in 1957, from Professor Noam Chomsky's work with filters and the fact that everyone has their own perception of the world. With the starting point in this work, Leslie Cameron-Bandler discovered the Meta Programs, that further establish the basis for the development of the LAB Profile by Rodger Bailey, one of Leslie's students in the 1980's.

Chomsky's assertion was that we all filter the information we receive through 3 filters: delete, distort and generalize. Leslie Cameron-Bandler continued working with this and discovered 60 different "Meta Programs" that Rodger Bailey has narrowed down to 14 in his LAB profile. One of the things he found out in his study, among others, was that human beings with the same linguistic pattern also have the same

behavior - consequently called Language and Behavior - and this strengthens the LAB Profile.

What's common for these "META Programs" is that they are situation-determined. They are linked to the concrete context being dealt with. The person or target group can have another attitude within another situation.

Among Roger Bailey's 14 "Meta Programs", we have found 9 that are crucial in connection with marketing. The communication factors can tell you which way to communicate in writing, speech and graphically. Following each of the communication theories in the next chapter there are brief examples of how the single factors can be transformed into writing and graphical work. We refer to examples where we have focused on showing a tendency, rather than coming up with concrete examples of solutions.

## The 9 Communication Factors

### 1. Proactive - Reactive

Does the person take the initiative or wait?

**Proactive:** Taking action with little or no consideration

**Reactive:** Motivated to wait, analyse, consider and then react

If the target group is predominantly *“proactive”* you have to use relatively short sentences. There has to be focus on taking action now. There can for instance be requests such as: *“Call now”, “Mail now”, etc.* Here there’s a need for a clear and simple imagery. To support the message clean lines and clear colors can be used.

If the target group is predominantly *“reactive”* you need to use words like consider, think about it, analyse as well as longer sentences. For instance: *“You can read more at www...”* *“Have additional material sent”*

The imagery message ought to be more complex, so that there’s a possibility to interpret the image and perhaps transfer it to one’s own world. It can be supported by a more subtle choice of colors and graphical hints.

### 2. Values

What does the target group want from the product in question?

The answers will most often be single words or short sentences. Values are abstract, so for example *“money”* is not a value, while *“wealth”* is. The words that are mentioned become the target group’s label for what is right and proper, and can be used directly.

For instance you could get the following words: security, quality, Danish, service. You can then use these words directly on, for example, internet banners, on TV, on packaging, etc. You can also use the words in your written and verbal communication.

### 3. Motivation Direction

*Why is (value) important?*

**Towards:** Want to achieve, reach, get

**Away from:** Wishes to avoid,  
can recognize problems

If the target group is predominantly *"towards"*, you have to use sentences that describe what you can achieve with the product. For instance: "You improve your chances to get a job with a University degree", or "You'll achieve a greater sense of well-being in 3 weeks with X-product". The imagery should be action-like, show future possibilities.

If the target group is predominantly *"away from"* you should use sentences that describe what can be avoided by using the product. For instance: "Cut the costs down to half", or "You save xxx dollars every year by driving on diesel instead of gasoline". One can show the present situation and perhaps improve it with objective, quiet pictures

### 4. Frame of reference

*How do you know that you have (made a good bargain/gotten a good deal, etc.)?*

**Internal:** Know it within

**External:** Heard it from  
others, external data

If the target group predominantly refers to *"internal"*, you have to use sentences such as: "You know best yourself" or "Check it out".

Here it will be to your advantage to use strong, and perhaps slightly provocative, imagery and an unconventional graphical construction.

If the target group is predominantly *"external"* you have to use sentences like: "Others have used it with success" or "We're selling a lot of this model".

Use, for example, comparative pictures and a subdued appearance.

## 5. Cause

*Why did you choose (this product)?*

**Options:** Tells whether it was a possibility, a choice, outlines criterias

**Procedures:** Tells whether it was a necessity, a story about how it happened.

If the target group is predominantly *"options"*, you have to use sentences like: *"This gives you new possibilites"*, or *"With a University degree the world is yours"*. Pictures that leave room for the imagination should be used to support the message.

If the target group is predominantly *"procedures"* sentences such as these should be used: *"First you do this, then like this and then you get this"* or *"Visit www.... click on XZY and fill out the form, then you will receive HGF"*. Here you have to use the objective imagery.

***Most people are only caricatures of their own possibilities.***

*Sydney Tremayne*

## 6. Decision factors

*What is the relation between the former product and the one you are using now?*

*Sameness:*

Tells that it's the same, no change

*Sameness with exceptions:*

Tells that it is more, better and compares

*Difference:*

Tells about change, new, different, unique

*Uniform with exceptions and differences:*

Tells that it is new and compares

If the target group is predominantly "sameness" you have to use sentences like: "It's just like the one you have" or "The classic XYZ".

If the target group is predominantly "sameness with exceptions" you have to use sentences such as: "It is better and in certain ways resembles the earlier model", or "Same model as last year just with a few improvements".

For both target groups: comparative pictures, conservative graphical style can strengthened the security.

If the target group is predominantly *"difference"* you have to use sentences like: "It's brand new and revolutionary", or "You have never seen anything like it". Here action-like imagery/graphic is required.

If the target group is predominantly *"sameness with exceptions and difference"*, you have to use sentences like for example: "At the same time it's both revolutionary and has features from the earlier model", or "The brand new classic shopper with..." Combine the action-like imagery with conservative graphical construction.

## 7. Scope

*Specific:* Tells in detail and precisely, speaks in sequences

*General:* Tells about the main features, has an overview, random succession

If the target group is predominantly *"specific"* you have to use sentences like: "This model has a big 12 volt outlet in the trunk, so that you can connect an electric insulated bag and secure it with a 50 cm long grey pvc-strap, situated in the compartment to the left of the spare tire". The imagery is also explanatory, tells about a concrete example

If the target group is predominantly *"general"* you have to use sentences such as: "This model has an extra 12 volt outlet in the trunk that can be used for many things". Visually, more imaginative work is recommended, perhaps exaggerated.

## 8. Conviction - modality

*How do you know that a certain product is worth buying?*

The answer here is that one wishes to *see* it, *hear* about it, *read* about it, or *do* it

If the target group predominantly is *"see"* you have to focus on the visual. They want to see the proof before they buy. A picture of the product must be clearly presented. The aesthetic aspects catch the attention here.

If the target group is predominantly *"listen"* you have to focus on the auditory. They want to hear about the product before they buy it. That can be achieved, for instance, by using radio spots, also internally in stores, from sales personale and the like.

If the target group is predominantly *"read"* you have to focus on the written message. They want to read about the product before they buy.

For both the *"listen-"* and *"read-"* group a more technical/functionalistic imagery would be engaging.

If the target group is predominantly *"do"*, you have to focus on demos and possibilities for trying out the product. They want to try the product before they buy. Here you put the product in the hands of the viewer and show it in action.

## 9. Conviction - frequency

*How many times do you have to (see, her, read, try) the product before you are convinced that this is something for you?*

|                         |   |
|-------------------------|---|
| <b>Number of times:</b> | Tells you how many times                                      |
| <b>Automatic:</b>       | Convinced right away.   |
| <b>Consistent:</b>      | Will never be convinced                                       |
| <b>Over time:</b>       | Tells you how much time has to pass before they are convinced |

*This knowledge is used to determine how much exposure is needed in regard to the target group, and perhaps how long to run a campaign.*

When you have your market analysis, the result of the above 9 communication factors has to be worked on. You have to use your knowledge from the communication factors in two ways:

The first is that they can tell you what kind of behavior you should exhibit within the market. Which communication parameters you should use and with what frequency you should hit the market. Against this background, you can create a final external marketing plan. The other way is that the communication factors tell you how to communicate graphically as well as in writing and speech.

It is generally the case that, if the target group is equally distributed within each single communication factor, the communication styles are also used equally. For instance, if the communication factor is "Motivation Direction", and the target group is equally distributed between "Towards" and "Away from", the communication between these should also be equally distributed. The big challenge comes when all 9 communication factors have to be combined. Whether or not we're going to publish a book on this subject has not yet been decided at this writing.

## Internal marketing

Parallel with the arrangement of external marketing you have to work with the internal marketing.

You ought to discover the 9 communication factors among your employees. Depending on the company's size, you can ask all or choose representatives from each area. If you are in doubt about how well identity and the value set are implemented among the employees, you can use the opportunity to ask about it at the same time that you examine the communication factors.

When you have the result of the internal analysis you can start arranging your internal communication. You do that using the same premise that applies to the external. In this connection, it is important that the external campaign is presented internally as part of the internal work.

Here you should be especially aware of those areas where the internal support is essential. It can be the reception, storeroom, complaint department, sales department, production, etc.

***The identity tells us what to say.  
The communication factors how.***

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Think through how you can best communicate your message, so that it will be understood and lived up to by the employees concerned. It is to your advantage to work out an internal marketing plan.

## Education

At this point in time you will be, if you have followed the book, in possession of an internal and an external marketing plan that originates from the company's identity, and of course the product or products. That's why it is now that you must take a look at your human resources. During this entire phase, the interaction among the human resources is crucial for success.

Do you and your company have the necessary skills and qualifications at hand that are required, internally and externally, for your marketing to work?

Does in-service training need to take place for sales staff, merchants, demonstrators, distributors, collaborators, etc.? It is to your benefit to work out an internal and external education plan that matches your marketing plan.

If you have no experience with working out an education plan, and have no access to an HR department, you can use the presentation below for the task.

The first thing you do is find out which resources you need. Which demands do you have for each single group in regard to skills and qualifications? What languages should they be able to speak and on what level? Their level of skills in regards to IT?

What professional background is required? What is expected of them purely in regard to their attitude? What kind of behavior do they need to exhibit? Do you need to implement the identity and values set in a better way? Do the employees have the necessary qualifications in order to reach those goals that form the basis of the marketing effort? Will sales staff training need to take place?

How do the internal logistics look? It must be very precise so that you will easily be able to demand it from each individual person and from those who will perhaps carry out in-service training.

The next thing you've got to do is to find out how many of the resources you need are already at your disposal. Now you have a clear general view over the resources you lack. Then you can estimate if you need to train your employees or find new employees/supplier for the tasks.

There are always pros and cons, and an internal policy about this might exist in the company. In general, it's better to train the people with whom you're already working, but only if they fit in attitude- and behavior-wise. It is always more complicated to find the right attitudes and the right behavior than to teach people something more tangible.

If you have just determined an identity and a set of values, it would be relevant to hold a seminar where both the identity and values are presented and implemented by all the staff.

There will probably be working groups whose need for knowledge and behavior in relation to identity and the value set are more important than others. At any rate, it is important that all the employees understand them and act accordingly. It will also be relevant to hold a seminar for the external resources that targets them.

If you discover that there's a need for in-service training, you must have found the proper educational resources and have worked out a timetable, so that you can be finished with the training at the right time in relation to the marketing plan.

***There are a lot more copies  
than originals among people.***

*Pablo Picasso*

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You can choose to let the external resources take care of their own in-service training. It can work, but it can also be risky. The best solution is most often a collaboration between you. That way, you can emphasize what is essential to you and you are not paying for the entire training yourself.



## **Marketing the company's identity**

### ***The starting point is decisive***

Today's marketing is mostly influenced by the creative group who are behind it. And, like many artists, creative souls have a great need to prove themselves. This can be seen every day in newspapers, weekly and monthly magazines, as well as on TV.

Moreover, you often hear that an advertising agency or an Art Director has a certain style which can be recognized by the sales promotion the agency conducts.

This combination of having to prove yourself and possessing your own style often leads to very lavish, funny, and exciting marketing materials. Focus is not always aimed at the product's main qualities.

In return one can be sure that the trends and buzzwords of the time will be followed and used, and sometimes you can be so fortunate that the company's design manual is respected.

Creativity is crucial in marketing. It has to be let loose, it has to sparkle, hop and dance - and must never be tamed. It is therefore important to give creativity the right starting point, so the kick will be aimed in the right direction.

When the starting point is wrong it is often the advertising agency and Art Director's style and ego that characterize the marketing.

With the right starting point - the company's identity - the creative process becomes targeted. This starting point still leaves room for the creative display, just within a clear framework.

The creative people will often discover that it is precisely the identity that's a creative source with staying power that can't be overturned by the trend of times, but instead: the trend can be reflected within the identity.

The identity is reflected by the marketing in the form of color selection, picture choice, typography, style and tone.

*Are the human factors in the center here, and should it therefore be the soft values that we market?*

*Or the hard facts, the simple, square messages?*

*But isn't the company both anyway?*

*Which colors are suited for us?  
(In most cases there're not much help to be found from the logo color)*

*What typography should we use?*

*How are we situated right now?*

*And in a couple of years?*

*Does it have any influence on this campaign?*

*Will the expression change, grow with time?*

*In which direction?*

*And what are we going to do with our design manual, developed in the middle of the desert far away from USA, or a place far down in Germany, aimed at a totally different market?*

There's a lot of room for the creative people to unfold. Just as long as it is done in correspondence with the company's identity. A clear picture of the company's identity must be portrayed. This picture can consist of very few words and/or pictures.

It is crucial that the identity is understood - both internally and externally. To achieve this, the identity must be clearly and simply formulated.

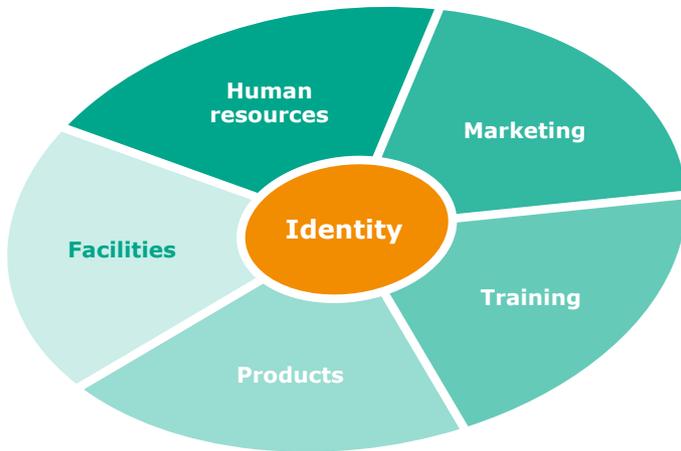
When the identity is communicated clearly and simply to internal recipients, you influence the company's employees to go in the direction you want.

This will, at the same time, become a very important part of communication with the outside world. All the company employees are - consciously or unconsciously - messengers for the company's marketing.

If you have an identity which, transformed to a mission and vision, benefits the company's customers, it's important to tell about it. It is a process that takes time, and customers don't believe in it before you do. In this connection "you" at the very least means your frontline employees.

In return the customers begin to act on a new psychological level the moment they understand. Simply put, they buy more than the product when they deal with a company that has a clearly-defined identity.

They "buy" both what the company stands for AND the product. In this way, the ties between the company and the customer become stronger, and on a basis that is difficult and perhaps impossible to imitate.



*The identity model*  
The relation between the identity and the five principal elements within the company are described here: The identity is reflected in the marketing, the products, the human resources, the material resources, and the ongoing in-service company training.

### **Identity is the key**

You have been reading about Sales-directed Marketing. Perhaps you are already well under way with implementing Sales-directed Marketing in your company.

Depending on your background, you have perhaps recognized different elements of what you've read. Perhaps you have disagreed with parts of the text, or maybe you have assessed that some of will not be necessary for your company.

We don't know which category you belong to, or if you perhaps belong to none. What we do know is that we have been constantly surprised by how even apparently insignificant details have been the key to solving a given task. What we have put forward in this book is not the one and only way to work with marketing.

It is a way that looks at the company as a dynamic and interactive entity, where all parts influence each other, where the methods used in other connections have been adapted so that they fit into the marketing work and, most importantly, where the identity is crucial.

Because no one, neither individuals nor companies, can not-communicate. So we perceive everything that the company, including all the employees, says and does as communication.

All the same, the surrounding world has been doing this for the last 2000 years, consciously or unconsciously. Thus, identity is the key to your marketing.



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