

in this issue:

There are at least two classes in debating the merits of marketing effectiveness measurement. If you are in the class where you measure because you want your brands to beat the others, top marks. If you are in the remedial class, justifying why investment in marketing can be as rewarding as buying better machinery, you may need help. In this issue of dimensions, we explore current trends and come up with some views to help the debate.



effectiveness in educating trade channel partners

orange Sometimes, measuring effectiveness is little to do with campaign activity and more to do with rigorous stone turning. Orange wanted to measure how well it lived up to being best in the industry for training channel partners in products and packages. Training was crucial in the marketplace, particularly with the introduction of new technologies and the emphasis on added value services and increased ARPU.

Quadrant carried out two performance measurement reviews in consecutive years, to assess the Training Team's impact and effectiveness. Our programme centred around a training needs analysis, including evaluating customer satisfaction data and extensive interviewing.

The outcome for Orange was positive, with 'fit for Orange' rated highest amongst the networks. We were able to recommend changes to improve further their training capabilities and delivery.

dimensions digest

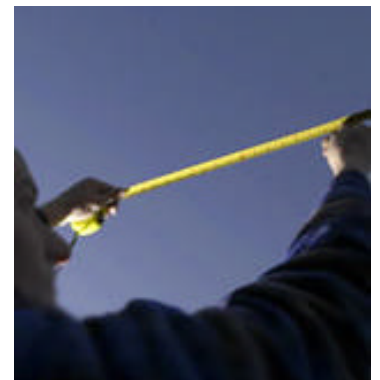
– making sense of measurements

Let's begin with an admission. Measuring Effectiveness is a good proportion of our work. We recommend it. We deliver it. We critique it. That said, we know its place and more importantly its value. Knowing the value of marketing effort is in fact the best of all measurements; public value in the not for profit sector; brand value and profitability in most sectors.

As the marketing role has diffused across organisations, so there are more points of measurement. Many journals, even most, tend to preserve 'effectiveness' for campaign measurement (and we have an alliance with Accuris - European leaders in marketing ROI and promotions management solutions - to do just that). Some, as we prefer, look along the chain of production from R&D to repeat purchase and then test performance and payback. The payback to be optimised is not just for media effectiveness but should, in a joined up enterprise, include tasks like cross selling in the call centre and cost saving in the palletisation.

So to the Quadrant take on all things effectiveness? Let's lighten your reading by combining a cumulative 100 years of team experience with over 100 clients into no more than ten bullet points!

- ✦ **measure the points of customer contact** before you also measure cost effectiveness – learn from how products are used.
- ✦ **snapshots and symptoms** are better than trends and histories – the latter come later but a good doctor asks how you are feeling.
- ✦ **allow for learning** in your measurements – balanced measures are better than beating yourself up on theoretical benchmarks
- ✦ **design the measurements into the marketing activity** – let the performances have intrinsic approval rather than halting momentum with checkpoints and on-costs
- ✦ **agree on the pace and priorities** as a result of measuring effectiveness – frantic activity can waste funds. Fewer, bolder initiatives are more impactful in a busy world
- ✦ **use measurements to clarify the best drivers of performance**, or levers, and leave less important switches alone
- ✦ **measure effectiveness across the enterprise** for efficiencies and to show people how their part in the chain of activities feeds into the wellbeing of the organisation
- ✦ **maintain a sense of public value** measurement, especially in not-for-profit services, as products often have hidden costs of usage for customers
- ✦ **And, to simplify things** – if it were your own £million that you were about to invest and you could only measure one thing – what might it be? Now there's a question... and one you might ask us!



a free online mini survey

The reader offer this issue demonstrates a simple truth in measuring marketing effectiveness.

Speedy, simple feedback straight from the customer is often better than long term, lengthy programmes.

Quadrant has made good use recently of the CCB Ltd online survey 'Fast.MAP'.

Each month, around 2,000 respondents complete a multi-brand Fast.MAP survey.

A **free trial survey** of 4 questions is offered by CCB for the first Dimensions reader out of our hat who emails the correct answers to...

QUESTIONS:

Who is the holder of the fastest serve in tennis on any surface ?

a) Player's name? (no relation to Anita !)

And the recorded speed?

b) 149 ?

c) 152 ?

d) 155 ?

Email answer to quadstaff@qcl.co.uk

fast measures of marketing effectiveness – using *Fast.MAP*

Where Quadrant has made good use of a marketing tool for our clients, we like to share the learning.

In February, we wanted to get a quick fix on the Employee Benefits market, to help a client launch into this growing channel. A web based method appeared to suit what would be a web based channel. Among CCB's Fast.MAP panel, we found an audience of nearly 2,000 working respondents. The speed of turnaround, and the CCB team, were instrumental in bringing timely, impactful and affordable outcomes.



CCB Ltd's Fast.MAP surveys 10,000 profiled respondents over the web every month. Each respondent is profiled so that they can be selected against over 100 Lifestyle and Demographic characteristics. As Fast.MAP is web based, results are aggregated in real time allowing for quick and effective decision making. Questions can be presented in a wide variety of formats including images, video and audio clips.

what we do and who we work for

Quadrant is a leading, London based consultancy offering strategic advice, solutions and resourcing to major private and public sector organisations. We work closely with client teams and at speed to deliver market breakthroughs and revenue growth through a sustained customer focused approach.

We are focused on making a difference for our clients; achieving results that have a direct and positive impact on their bottom line. We work fast and efficiently, combining originality with practicality, so that good ideas get resourced and implemented to gain marketplace advantage for our clients.

welcoming new clients

We are pleased to announce that the recent months have brought us a number of new clients including:



Earning a place as a roster provider of interim brand managers and marketing resources within a new three year framework agreement.



a leading international multi-media directories business.

We look forward to working with them over the coming months.



If you've got a commercial or customer facing issue that needs tackling, we're ready to talk!

We are more than happy to have a no obligation, exploratory meeting as a start point. Contact William Annandale at william.annandale@qcl.co.uk or +44(0)20 7240 74200.

delivering breakthroughs for business growth