

the consultants and banks and the client community can make. The problem is the faster agency incomes fall the harder it is to take action like this.

Fourth, we can start to work more progressively with intermediaries to help develop good client relationships. While new business is a major area, professional intermediaries can play a vital role, working with agencies and clients to improve understanding of one another. The intermediary community is uniquely experienced, qualified and neutral. If agencies are concerned at the long term trend towards lower incomes then we need to actively engage them in helping restore a sensible balance.

And last we need to take care of the reputation of the industry itself.

The IPA leads the agency world, but I am talking about industry leadership in which all of us have an interest, above the creative and media agencies and the media owners themselves.

The advertising industry needs leadership. Lord Saatchi says we have not yet found our Churchill. But Churchill did not emerge through common sense and during peace time. It

took a catastrophe to give him that opening. Our industry has not found 'our Churchill' because we are not even looking for him and do not know we need him.

There are candidates, advocates who believe in media and understand its power.

In the modern world, advertising plays a crucial part across a wide spectrum, from public education to building the economy.

It has had a colourful past and, like all powerful things, can be misused. But used wisely, it is a force for good.

It is largely self regulating, and the scale of competition creates Darwinian pressure for the strong to prosper and for poor quality not to be tolerated.

All this is great. What is more, we have a talent for it in the UK. But our position is under threat and only we in the industry can do something about it.

We need to deal with those things that threaten our position as the leading advertising community in the world.

After all, we don't want Stelios opening an EasyAds cafe in Charlotte Street, do we? ☺

*Julian Calderara is xxxx
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The Manifesto's missing link

FROM DAVID COWAN

It is very commendable that the Marketing Society is taking the initiative and launching a new Manifesto for Marketing. It is also good that the manifesto defines marketing's mission in terms of top-line growth and is phrased in the language of demand creation and free cash flow – words with content and tone that resonate with CEOs, finance directors and analysts.

However there is a missing link in marketing's equation and in the Manifesto for Marketing. Marketing's proximate mission must be to change customer behaviour – it is customer behaviour change that leads to top-line growth. Changing customer behaviour is the link that connects CEO and finance director requirements with marketing because new and more brand users, new uses, greater frequency of use etc. are what will grow the top-line.

This may seem obvious

but obvious or not, it is not in the manifesto and it should be. The law of cause-and-effect is very much the mindset of CEOs and finance directors but it is largely missing in marketers' thinking. As the Mckinsey research shows, CEOs are crying out for market data that will show them the way forward. Putting customer behaviour change at the centre of marketing's mission, and the consequences that flow from this, is the way to answer their concern.

Changing customer behaviour should be formally set as the header objective because it gives direction to the whole marketing enterprise. When this is done it raises, or should raise, key questions that should be answered in an evidence-based way. Precisely what behaviour should the company aim to change? (there are many ways that sales can rise, but where is the greatest likelihood of success?) What are the causes of current behaviour that the company would like to change? What are the barriers to this behaviour change? What will it take to change customer behaviour? Evidence-based answers to these helicopter questions will identify which business/marketing variables will bring about share gains and growth. Even if some of these variables are not within the responsibility of the marketing department, marketing should know what the total change equation is – this is the route to the top table. ☺

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Where is the evidence?

FROM DAVID IDDIOLS

Simon Anholt's piece on Brand America was both articulate and convincing. Intuitively, the suggestion that Uncle Sam's brand values have taken a turn for the worst and that rejuvenation is therefore needed feels spot on.

The issue I have with the article is one that other researchers may share. If you spend most of your time quizzing consumers about brands then you've got to ask 'Where's the evidence?'. In

other words, are there some rock-solid consumer surveys to validate Simon's well-argued opinions.

To undertake such research properly would be geographically wide-ranging and expensive. But secondary research would have been sensible, and even a small scale ad hoc study might well have challenged some of the viewpoints.

If there is growing negativity towards America, is this signif-

icantly translated into rejection of American brands? Do values such as arrogant and ignorant more readily spring to mind than inventive and skilful? And, if all this is true, does the world, as Simon asserts, really want Brand America to bounce back?

It would be good to know the answers. I wonder if Mr Bush would sponsor some research. ☺

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