

TEN GREAT IDEAS

For marketing
innovations

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Calibre Communications

Why these?

- My personal favorites
- They addressed common problems in knowledge organizations
- They were chosen for measurable & significant positive impact
- The concepts are not new; innovation often lies in 'customizing' execution to the knowledge culture.
- They excited knowledge professionals!



What problems will entrepreneurs face?

- Getting past the perception that marketing **COMPRISES SALES OR ADVERTISING** only.
- Getting knowledge workers to drop **DISCIPLINE APARTHEID** to work in multidisciplinary teams.
- Getting controller-monitors to **RISK LIMITED EMPIRICAL EVIDENCE OF SUCCESS** before trying new ideas.
- Getting knowledge workers to understand that **POINTING OUT THE ERROR OF THEIR WAYS TO CLIENTS IS NOT GOOD MARKETING.**
- Getting knowledge workers to accept that the **REPORT OR THE WORKSHOP** is the **BEGINNING OF THE PROJECT!**
- Managing people who try to do it all: commercial superheroes are people with interesting jobs IN **BUSINESSES THAT FAIL.**



Topics: Marketing from the inside out

Five culture-building ideas to educate, focus, and inspire knowledge workers:

1. *Educate*: Science Marketing Clinics
2. *Focus*: Stakeholder mapping, consultation and planning
3. *Focus*: Competitor analysis
4. *Inspire*: 'Wow' projects and teams
5. *Inspire*: KSI-driven job tools



Marketing from the inside out

Science and technology marketing remains a competency gap in many knowledge organizations.

“Marketing is the job of *everyone* who gets a pay cheque in this organization.”

(A fantasy quote from my dream CEO)



1. *Educate*: Intensive science marketing clinics...

- Short 1-2 day evidence-based intensive courses
- Topical (core-business enablers) and often tactical, eg:
 - ‘Marketing principles for knowledge organizations’
 - ‘Branding for sustainability and thought leadership’
 - ‘Market research strategies and tactics’
 - ‘Sales and business presentations and follow-up’
- A fast-track mechanism to enhance skills
- Creates step-change in the organization
- Fosters multidisciplinary teams
- Gets everyone working on the same page
- Must integrate multi-level evaluations



...create staff awareness of a challenge...



- ***“We needed to review our stakeholders’ interests and needs and create a new strategic marketing program!”***
- ***“Our website could be more strategic and interactive!”***

(Quotes from 2008 clinic participants.)



...and make an impact on the business!

- Evaluations after many workshops test satisfaction and intention only. Bonding is NOT the point!
- We email evaluations 3 and 6 mos after workshops to test post-clinic knowledge retention and application in the workplace.
- Interviews 12 mos after clinics test impact on the business.
- Quote from a research scientist after a clinic-driven project:
“The new website makes me feel proud to be part of the organization!”



2. *Focus*: All staff must understand stakeholders

- “The effectiveness of an organization derives from the management of demands... of [key] stakeholder groups” (Pfeffer and Salancik 1978).
- “Stakeholders can be prioritized based on their ability to influence the success ... of the organization” (Mitchell et al 1997).
- Structured 3rd party interviews give objective insights.
- Consultation creates stakeholder ownership and champions!



Map stakeholder segments to understand their demands (sample based on actual stakeholder interviews)...

Government

Staff

- ✓ Recognition
- ✓ Time for creativity & publishing
- ✓ Good facilities & tools
- ✓ Rewards & remuneration
- ✓ Job security
- ✓ Environmt that fosters creativity, minimises bureaucracy
- ✓ Thought leadership role for the organization

Large Companies

SMEs

Affiliates

Science community

Public

Politicians
Taxpayers
Media

This information helps you create persuasive, stakeholder-driven marketing action plans, like this:

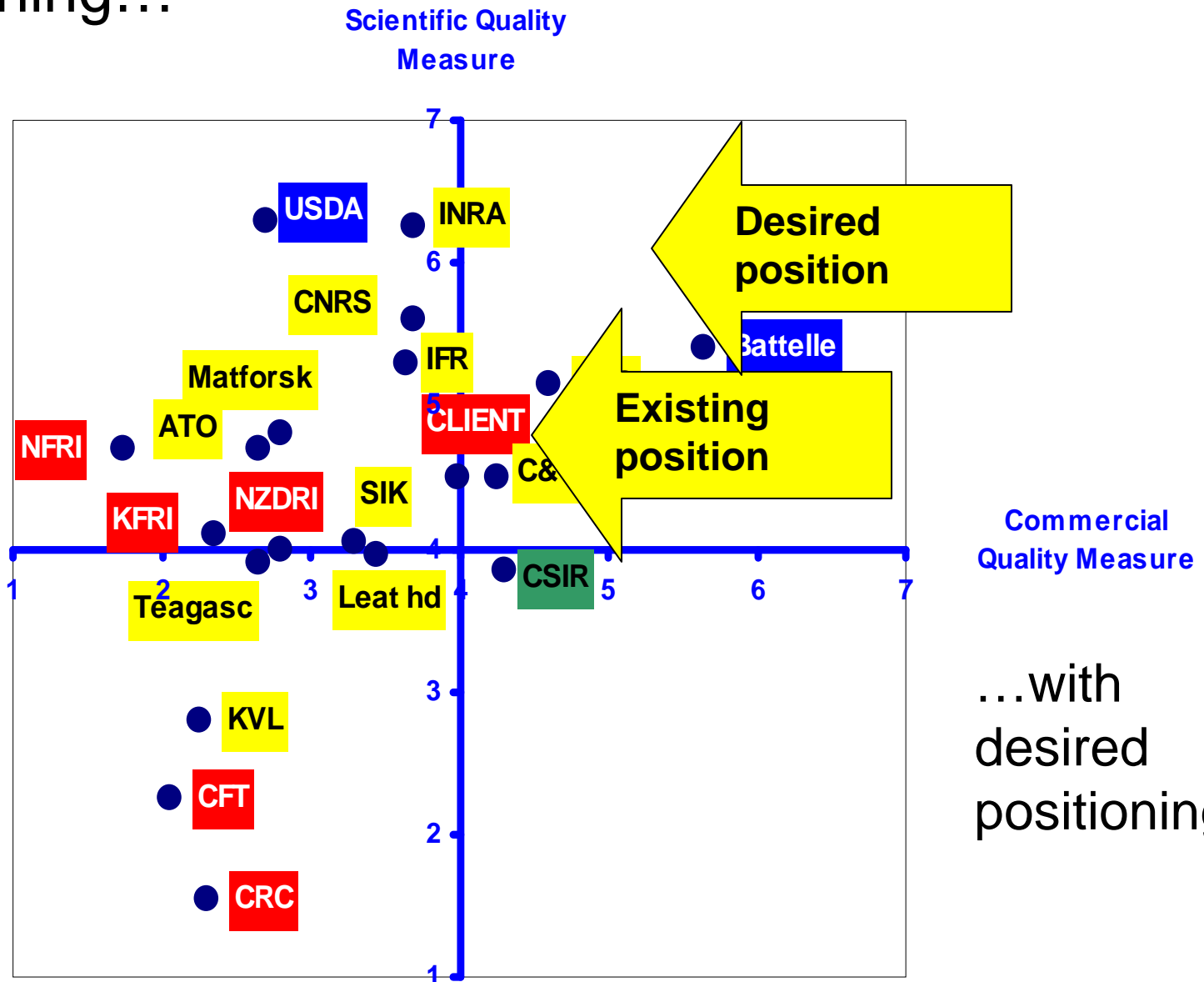
Target stakeholder segment	Value proposition to this segment	Segment concerns & how influenced?	Recommended mechanisms	Our planned Q1 activities
<p>Large national and international food companies</p>	<p>‘We lead thinking in food safety research and engage in research & transfer where potential impact is high and return on investment significant.</p>	<p>Concerned with: profit & market share, consumer attitudes to the industry and product safety. Influenced by personal relationships, shared involvement in product research and launches, evidence of standards compliance and knowledge to avoid PR crises</p>	<ul style="list-style-type: none"> • Increase scientific publications & conferences • Awards for safety standards compliance, • Industry trade publications, • Responsive safety issues management, • Strong media profile on safety. • Website safety Q&A facility • Industry staff safety training 	<ul style="list-style-type: none"> • Corp identity media launch • E-bulletin: ‘Science for health, safety, & stewardship’ • Introduce industry staff safety webinars • Sponsor industry survey and voting on best practice • Downloadable whitepapers by food safety crisis experts. • Online wiki for safety Q&A.

3. *Focus*: Competitor analysis

- Competitor analyses often treated as ‘too hard’, too subjective.
- Compare strategic strengths, eg.
 - Outstanding scientific/technological capabilities (in X disciplines)
 - Sustainability and competitive growth
- Agreed, quantitative, evidence-based proxy indicators, eg:
 - Science: publication citations, patents, awards, star researcher recruitment
 - Sustainability: Revenue growth, commercialized patents, repeat business
- Research, research, research!
- Don't overlook small competitors in niche, growth markets or regions!



Research results were used to compare existing positioning...



...and determine what resource commitments were needed to:

- Double the organization's current internationally recognized scientific publications
- Focus IP investment and exploitation on agreed scientific areas
- Improve competitive staff offers and working conditions
- Average >2 successfully commercialized patents per 3 years
- Maintain a ratio of 2:3 scientific to total staff numbers
- Win one scientific award or participating in 1 major international project annually
- Have 9-10 genuine international partnerships in place, with joint projects.



4. *Inspire*: ‘Wow’ projects and teams



- ***What is a project?*** “A non-routine, non-repetitive, one of a kind undertaking normally with discrete time, financial and technical performance goals”. (Source: Harrison, *Advanced Project Management*, Wiley).
- ***Why projects?*** *Increasing evidence from innovative companies suggests that high profile projects are the most effective means of achieving organizational change.*



What is a 'wow project'?

- Tom Peters' invented the jargon but every project leader understands the power of 'buzz'.
- “A WOW Project...is dynamic, stimulating, a major bond builder with co-workers ... where everyone else wants to be.”
- “A WOW Project...moves at record speed...is considered a startling success...makes Quick Prototyping its mantra.....and thumbs its nose at all things bureaucratic.”

(Source: Tom Peters: *The Project 50: Reinventing Work*, Alfred A. Knopf, New York, 1999).



Wow project teams don't look like this...



- Homogeneous teams are rarely effective
- Balance skill sets, team role preferences, and characters.
- The best project teams are not too large (eg 4-6 members).



... they look more like this:

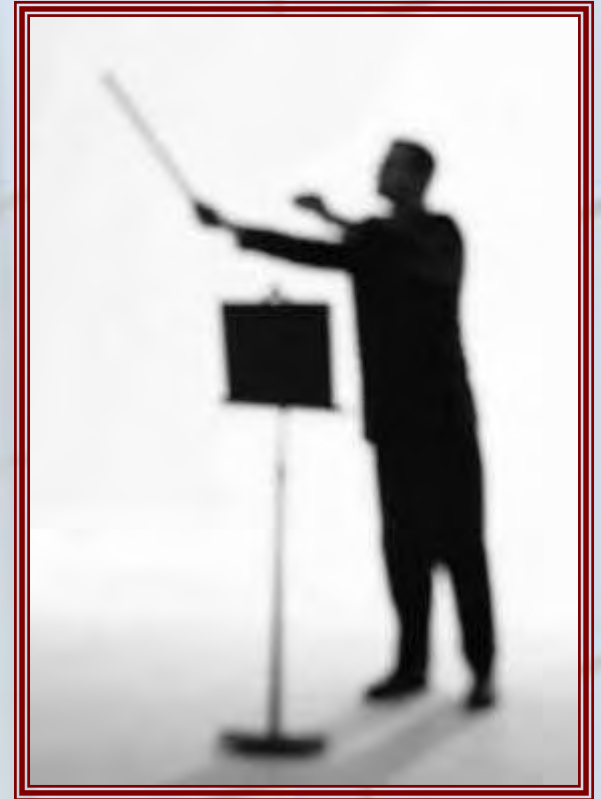


And they often act like this:



Which is why the Project Leader is so important!

- Spends not less than 30% of her time on the project
- Is occupied with not more than 3 projects
- Understands, respects, and uses complementary views and skills!

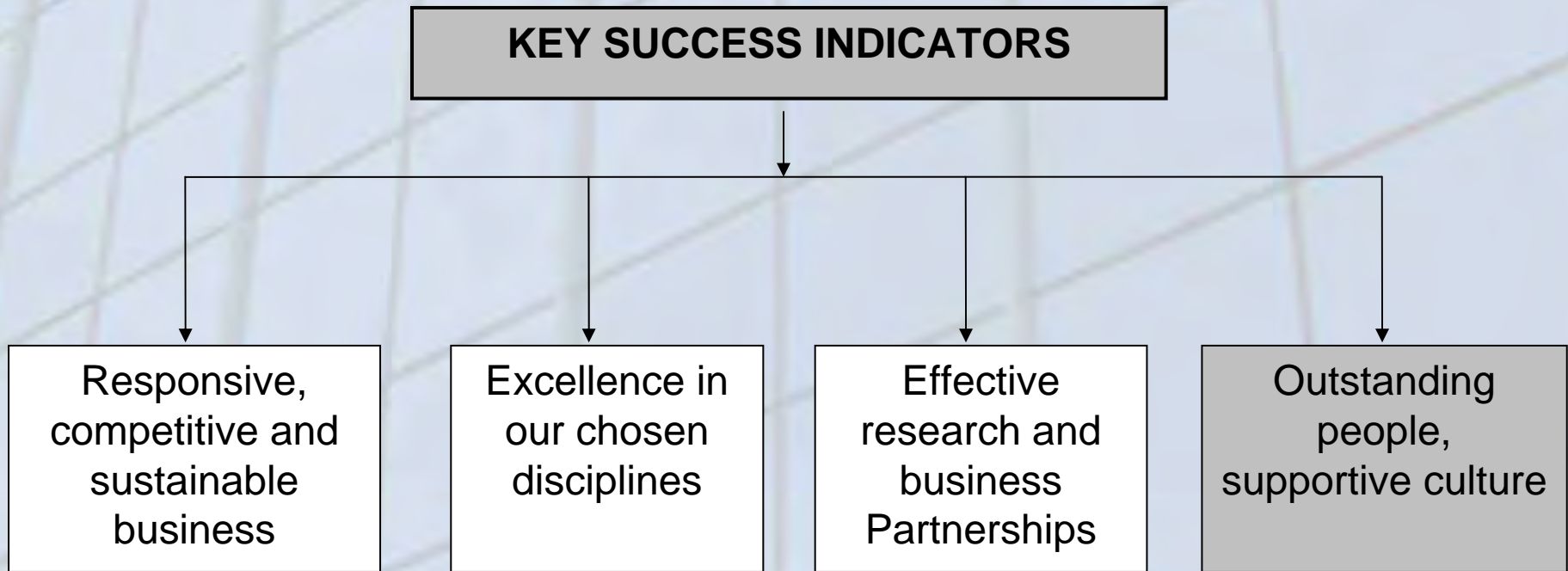


5. *Inspire*: Culture-building internet job tools

- Establish organizational Key Success Indicators with staff
- Identify the tools and policies that enable their achievement
- Audit your existing job toolkit and policies
- Acquire or develop tools & policies that fill gaps
- Make them simple and available from a central toolkit intranet repository
- Ensure the CEO leads the roll-out to all staff.



Some common organizational KSIs...



Your intranet can help create a collegial culture that recognizes achievement of KSIs

Food Science Australia Intranet - People - Microsoft Internet Explorer

Address: <http://foodscience.afisc.csiro.au/pending/intranet/achievements.php>

FOOD SCIENCE AUSTRALIA
A joint venture of CSIRO & the Victorian Government

Our People

Achievements (Nominate a Colleague)

This is your chance to recognise the contributions of your colleagues. You may nominate an individual or a team. Nominations will be publicised monthly. All nominated staff and their champions will receive a special gift, currently a Food Science Australia silver VIP pen. At the end of the year, all nominations will be considered in a final Food Science Australia awards ceremony.

Typically (although not exclusively), recognition will be associated with good performance in one of Food Science Australia's Key Success Indicators.

For example:

- **Competitive and sustainable business:** the nominee may have secured a desirable contract, or identified a productive new business.
- **Excellent and relevant science:** the nominee may be successful in a good postgraduate study project, published an article in a journal, or served on a quality conference program committee, or given a seminar.
- **People and culture:** the nominee may have managed and motivated a team, or demonstrated key values (eg taking personal responsibility, encouraging others to achieve, meeting commitments and demonstrating professional conduct and team contributions). For example, a nominee may regularly recognize colleagues through this reward process.
- **Building partnerships:** the nominee may have identified a strategic partner and initiated an enduring relationship of mutual benefit. The nominee may be exceptionally gifted in creating, motivating and managing high-performing result-oriented teams.

Rewards staff contributions to all KSIs

Nominate a colleague!

Be sure to include a short summary of the reason for the nomination, and, if relevant, the KSI and how the nominated individual or team's behaviour demonstrated that KSI.

If you wish to nominate a colleague to be rewarded for outstanding contributions in a non-KSI area, please clearly explain how you think the nominee has contributed to help Food Science Australia achieve its mission and purpose.

Don't forget to include your own name to receive your gift and thanks from our CEO.

Search the intranet

<http://foodscience.afisc.csiro.au/pending/intranet/index.php>

Topics: Marketing from prospect to partner

Five great ideas to help your organization interact with clients, lead and grow

1. *Interact*: Prospect to partner communications
2. *Interact*: Digital, interactive media
3. *Interact and lead*: Foresighting and community consultation
4. *Lead*: Thought leadership positioning
5. *Grow*: Challenge workshops with innovation partners

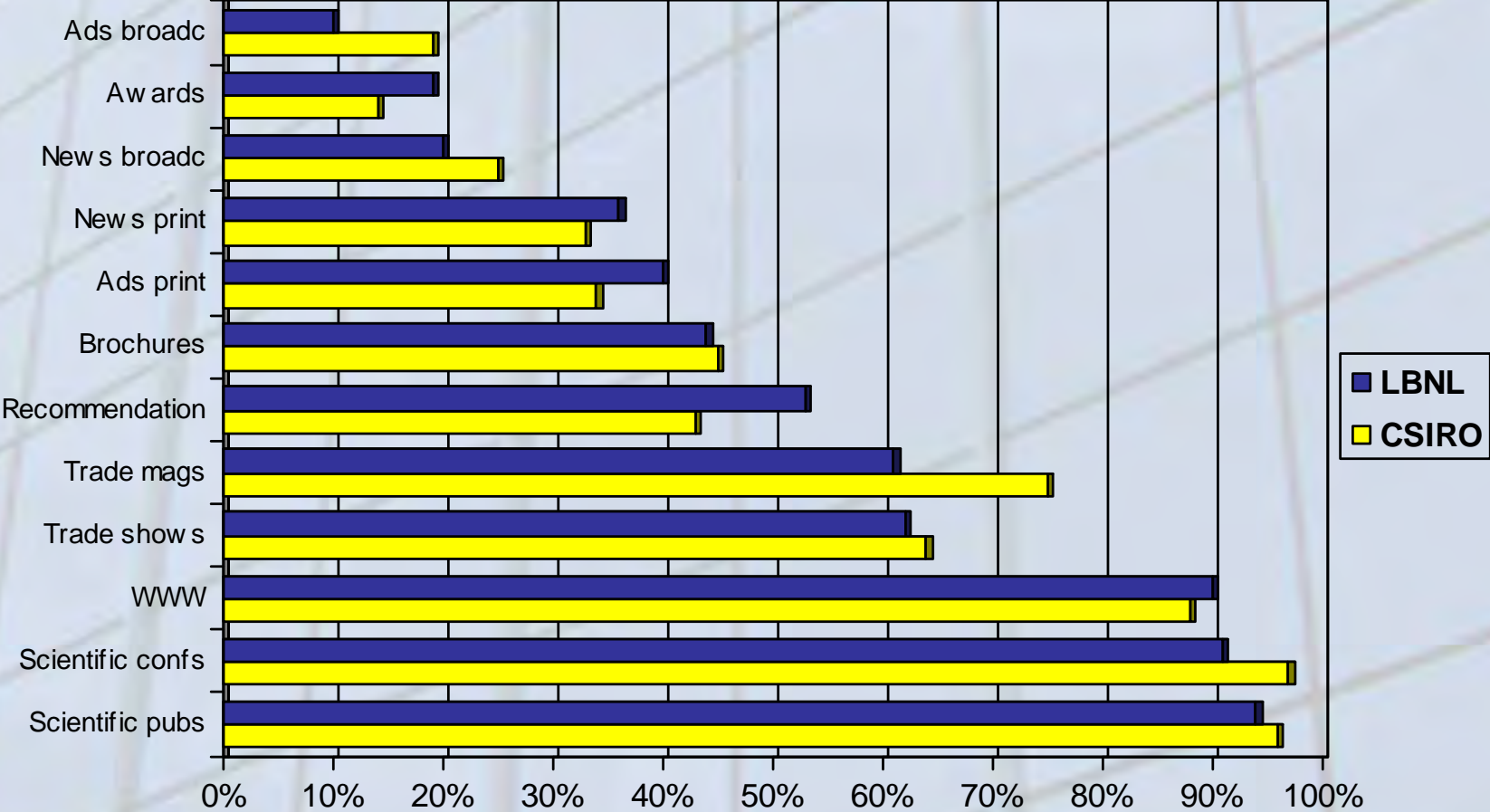


1. *Interact*: Marketing from Prospect to Partner

- Changing paradigms of marketing
- The 4 P's were about getting a market for ***our products***.
- Brand marketing was about shifting market value to the ***image of our products***.
- Marketing from prospect to partner is about ***creating a community*** happy to interact with us.
- Above all: ***understand (changing) needs***; keep interest with credible & accessible mechanisms and quality content; and convert interest to transactions with work samples (yes, free!) that solve problems.

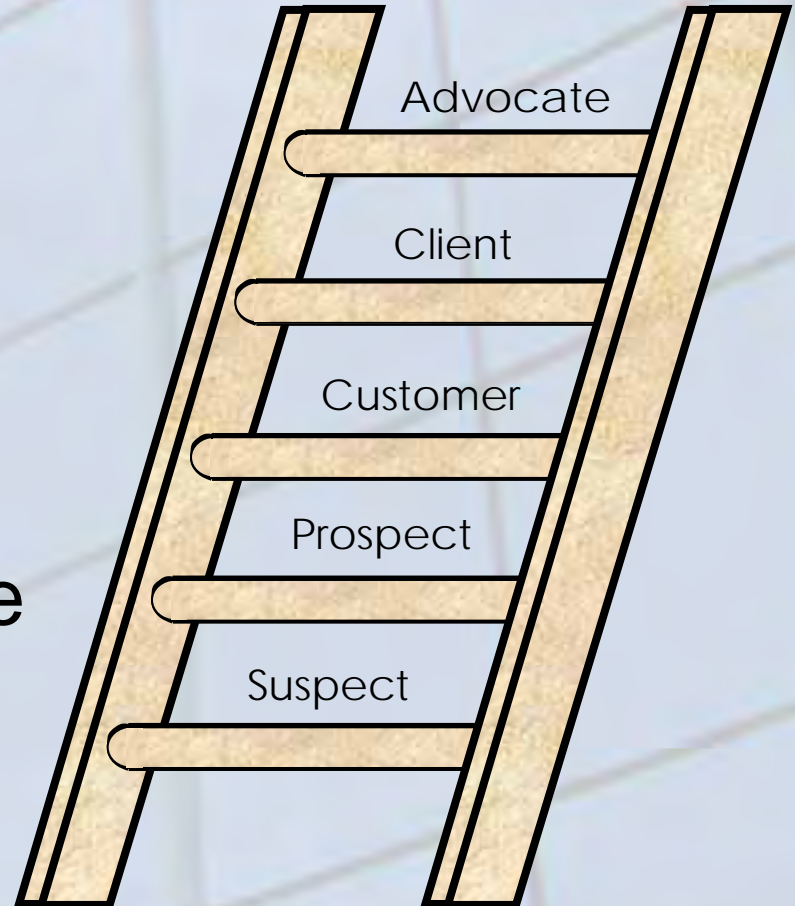


Undertake market research on mechanism credibility for prospects (Source: Mercure 1996. 2004).



Prospect to partner marcomms

- Information needs change and demands for interaction intensify as prospects move up the customer loyalty ladder
- Research effective mechanisms by ladder stage
- Invest where return is greatest (highest steps).



2. *Interact*: Digital, interactive media

- Digital interactive marketing is often called ‘word of mouth (or mouse)’ advertising) www.womma.org.
- This is the culture of our future customers and staff.
- Social media sites are currently populated by people describing their preferences and providing free reviews.
- Market researchers paid people for this information
- Internet marketing suggests new opportunities for customer engagement.



New digital mechanisms

- RSS feeds
- Podcasts
- Blogs
- Wikis and forums
- Social networks: Bebo, Facebook, Orkut, Meetup
- Other user generated content sites: YouTube, Cyworld
- Direct-to-consumer news releases
- Viral 'buzz'
- Consumer review sites: Epinions and Trip Advisor



Investment patterns

- Americans spend an average of 14 hours a week online and 14 hours watching TV.
- Marketers currently spend 22% of their advertising dollars on TV and only 6% online, according to data compiled and analyzed by Google.
- **HOWEVER**, spending on internet marketing is expected to grow 13.4% in 2008 alone.

Source: Knowledge @Wharton 6 Feb 2008



Digital interactivity: unanticipated consequences

‘Consumers use digital media...beyond the control of marketers...to communicate among one another, responding to marketing’s intrusions by disseminating counterargument, information sharing, rebuttal, parody, reproach and, though more rarely, fan-dom!’

(Source: *Deighton & Kornfeld Harvard Business School and MUSE Mobile Consortium 2007*)



Are knowledge organizations immune?



Blogs: www.Technorati.com search engine

The screenshot shows a web browser window with the Technorati search engine interface. At the top, there are security notifications from Norton 360 and McAfee. The search bar contains the text 'CSIRO' and shows '1,116 results for CSIRO'. Below the search bar, there are navigation tabs for various categories like Front Page, Business, Entertainment, etc. The main content area displays search results for 'CSIRO', including a list of posts and a featured article. A large yellow arrow points to the search results with the text 'CSIRO is Australia's largest R&D organization'. The browser's taskbar at the bottom shows the start button, the Technorati search page, and the system clock at 3:31 PM.

Norton 360 No fraud detected Options

McAfee Test your spam filter for FREE! TAKE CONTROL OF SPAM

Today in photos Sponsored by Nikon

Enter address and flick the switch Your email will NOT be used again TEST

Technorati™ Join Sign in Help CSIRO Search advanced

Front Page Business Entertainment Lifestyle Politics Sports Technology Blogs Photos Videos Blogger Central

1,116 results for CSIRO

Posts Blogs Photos Videos

Search in entire post of blogs with some authority in English [char]

Dan And The Kids' Weather Station
http://www.pigswillfly.com.au/?p=1634
Here is a great story about a Dad and his two kids and lea...
published by CSIRO in ECOS magazine It's likely they will be...
1 day ago by pwfwebmaster in Pigs Will Fly | the can do commu...

Feature: Integrating science to support sustainable...
http://www.sciencealert.com.au/features/20081103-17026-2.html
CSIRO's new Agricultural Sustainability Initiative looks at ways landhol... can shift their approach to
farming and reduce their impact on the environment, reports Mary-Lou C...
1 day ago in Home (ScienceAlert) - Authority: 209

Videos about CSIRO View all »

ABANDONEDCARTS.com

WIN A THING!

Sponsored Links

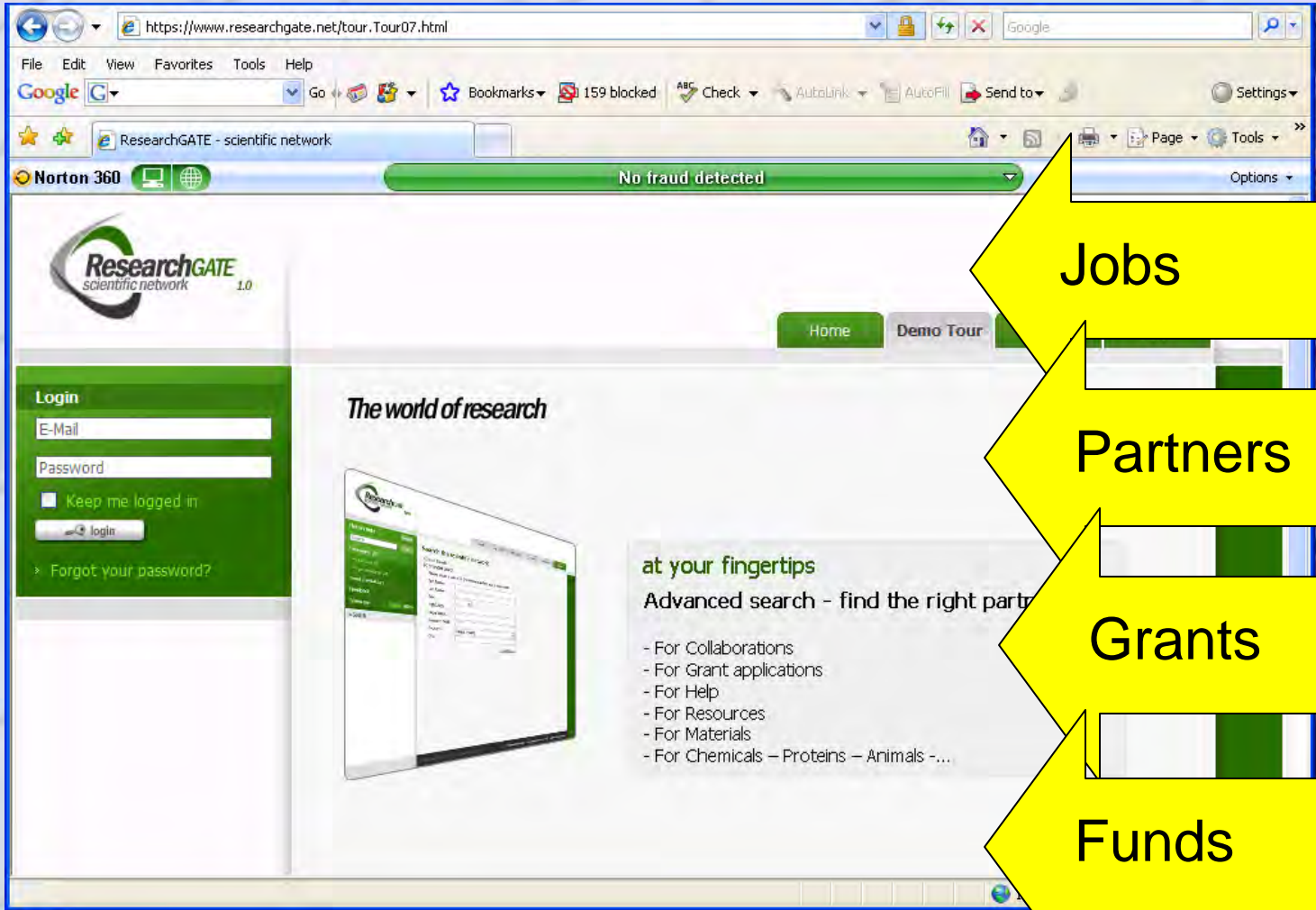
Csiro Diet
Find Csiro Diet Ideas
14,000 Recipes - Easy to Prepare

Internet 100%

start Technorati Search: C... 3:31 PM

CSIRO is Australia's largest R&D organization

Researchgate.net: A Face Book for Science!



Jobs

Partners

Grants

Funds



Blogs and 'viral marketing'

The image shows a screenshot of a web browser window. The address bar contains 'Technorati.com'. The search bar shows 'Technorati Search: CSIRO'. A Norton 360 security bar at the top indicates 'No fraud detected'. The main content area displays search results for the query 'Portable Safety: CSIRO's Trust Extension Device'. Five results are visible, each with a title, URL, snippet, and authority score. A large yellow callout box with a black border is overlaid on the page, containing the text 'A new technology goes viral!'. The callout box is shaped like a jagged arrow pointing to the right, with its tail on the left side. The search results include:

- Portable Safety: CSIRO's Trust Extension Device**
http://google-sina.com/ 2008/ 02/ 23/ portable-safety-csiros-trust-extension-dev...
Portable Safety: **CSIRO's Trust Extension Device** February 23rd, 2008 **CSIRO** has developed a prototype portable device that will allow people to do business across the internet target="_blank" rel="nofollow">**CSIRO**
17 days ago in [Medical Health Articles-Free Resource For You Keep Body Health](#) · Authority: 883
- Portable Safety: CSIRO's Trust Extension Device**
http://www.bite.ws/ 2008/ 02/ 23/ portable-safety-csiros-trust-extension-dev...
CSIRO has developed a prototype portable device that will allow people to do business across the internet on any computer in a trusted manner.Known as a Trust Extension Device (TED), the TED consists of a small portable device that connects to any computer in a trusted manner.
17 days ago in [Bite - Dentistry And Medical News](#) · Authority: 883
- Portable Safety: CSIRO's Trust Extension Device**
http://www.medicalnewstoday.com/ articles/ 97988.php
CSIRO has developed a prototype portable device that will allow people to do business across the internet on any computer in a trusted manner.Known as a Trust Extension Device (TED), the TED consists of a small portable device that connects to any computer in a trusted manner.
17 days ago in [Medical News Today: Health News](#) · Authority: 883
- Portable Safety: CSIRO's Trust Extension Device**
http://www.buy-esgicplus.info/ 2008/ 02/ portable-safety-csiros-trust-exte...
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17 days ago in [Buy Esgic Plus — Just another WordPress weblog](#) · No authority yet
- Portable Safety: CSIRO's Trust Extension Device**
http://drugzillaonline.com/ blog/ portable-safety-csiros-trust-extension-device/...
Portable Safety: **CSIRO's Trust Extension Device** February 23rd, 2008 **CSIRO** has developed a prototype portable device that will allow people to do business across the internet on any computer in a trusted manner.Known as a Trust Extension Device (TED), the TED consists of a small portable device that connects to any computer in a trusted manner.
17 days ago in [Drugzillaonline.com - Pharmacy Blog](#) · Authority: 42

On the right side of the page, there are several advertisements:

- Want To Quit Your Job?**
Make 3k - 5k a week from home. See how
[www.greatbusiness-build.com](#)
- Over 100 IT Blogs**
Get the latest information from the front lines of the IT world.
[Blogs.ITtoolbox.com](#)
- Blogs for your students**
Create a free multi-user blog for your classroom in minutes.
[www.21classes.com](#)

At the bottom right, there is an advertisement for 'Ads by Google'.

University review site: www.studentreviews.com

The screenshot shows the StudentsReview website interface. At the top, the browser title is "StudentsReview Dynamic College Rankings : Over 55500 Student Reviews - Windows Internet Explorer". The address bar shows the URL "http://www.studentsreview.com/college_rankings.html". The page has a red header with navigation options: "Search for University", "Rate My School -- It's Fun!", and "Member Login". Below the header, there are several menu items: "Review", "Articles", "Investigate Career/Major", "Find Schools/Rankings", "How to Get In", "Books", and "Forum". The main content area is titled "SR Monthly Undergraduate College Rankings" and includes sections for "Dynamic (Quick) Rankings" (listing Top 50 Colleges & Universities, Top Engineering Schools, etc.), "OFFICIAL Rankings", and "New! Perceptual Rankings -- You Vote on the Best Engineering School". A yellow callout box with a black border is overlaid on the page, containing the text "Students review universities by their own criteria". The Windows taskbar at the bottom shows the "start" button and several open applications, including "Calibre courses 2006-...", "Research reports and...", "Microsoft PowerPoint...", and "StudentsReview Dyn...". The system clock shows "3:45 PM".

Review site for R&D organizations: www.Webometrics.info. (Primarily citations-based)

World Universities' ranking on the Web: Top 1000 R&D - Windows Internet Explorer

http://www.webometrics.info/top1000_r&d.asp

Webometrics Ranking of R&D Centres

January '08

home world countries world rank rank by country european rank latin american rank

home > top 1000 R&D

Data

- About Us
- About the Ranking
- Top 4000 Universities
- Premier League
- Top USA & Canada
- Top Latin America
- Top Europe
- Top Asia
- Top Middle East
- Top Oceania
- Top Africa
- Distribution by Country
- Top 1000 R&D Institutes
- Research Councils
- Best Practices
- Notes

Catalogue

Top 1000 R&D

First | Previous | Next | Last | Institutes 1 to 10 of 1000

WORLD RANK	INSTITUTE	COUNTRY	SIZE	VISIBILITY	POLAR
1	NATIONAL INSTITUTES OF HEALTH	USA	2	22	
2	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	USA	6	1	
3	NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION	USA	5		
4	US GEOLOGICAL SURVEY	USA	7		
5	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE (Note 48)	FRANCE	11	2	
6	US ENVIRONMENTAL PROTECTION AGENCY	USA	10	23	
7	JET PROPULSION LABORATORY	USA	14	30	
8	MAX PLANCK GESELLSCHAFT	GERMANY	22	15	3
9	WORLD WIDE WEB CONSORTIUM	USA	1	47	73
10	EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH	EUROPE	29	2	25

Will citations-based rankings include reviews & blogs?

Multiple media site: <http://stvp.stanford.edu/>

The screenshot shows the 'Educators Corner' website interface. The header is dark red with the logo and text 'EDUCATORS CORNER Entrepreneurship Education Resources'. Navigation links include '* Feedback * | About Us | Sponsors | Contact'. A sub-header reads 'Brought to you by the Stanford Technology Ventures Program'. A user greeting 'Welcome, Guest' and links for 'Login | Register' are present. A left sidebar contains sections for 'SEARCH', 'QUICK LINKS' (Podcasts, Top 20 Videos, Top 20 Textbooks, Recently Added, Speakers & Authors), 'TOPICS' (Creativity & Innovation, Opportunity Recognition, Product Development, Marketing & Sales, Finance & Venture Capital, Leadership & Adversity, Team & Culture, Globalization, Social Entrepreneurship, Career & Life Balance), and 'COLLECTIONS' (Design a Course, Build a Center, Join the Community). The main content area features a video player for 'Entrepreneurship in the American Economy' by Carl J. Schramm, with a yellow arrow pointing to it labeled 'Podcasts'. Below the video is a yellow arrow labeled 'Videos'. To the right of the video are sharing options: 'Add to My Favorites', 'Share', 'Email a Link', 'Embed', and 'Download'. Below the video player is a yellow arrow labeled 'E-books'. At the bottom, a yellow arrow labeled 'Job tools' points to the text of the video transcript, which discusses the role of entrepreneurs in the economy and job creation.

Podcasts

Videos

E-books

Job tools

What you can give away

- White papers (objectively address a problem the user has)
- E-books
- E-bulletins
- Webinars
- Wikis (FAQs everyone can ask)
- Research and survey reports
- Blogs (these need a passionate facilitator/writer!)



3. *Interact and lead*: Foresighting and community consultation

- In 1999, CSIRO sponsored a 1200 participant foresighting activity.
- Focus: future of food-related innovation.
- Industry experts described future innovations
- A random sample of over 2000 Australian residents returned 1000 28-pp surveys (50% response).
- CSIRO held a conference on the subject and used data to guide research investment.



PROJECT



Cassandra

*Bringing the Consumer into Science
and Industry Strategic Planning*

Benefits:

- ✓ Huge media uptake
- ✓ Positive public perception of consultation
- ✓ Real market-led research investment
- ✓ Improved dialogue with industry & gov't (& contracts)

4. *Lead*: Positioning via thought leadership

- In a post Bayh-Dohl era, many knowledge organizations have been criticized for embracing industry's values too enthusiastically.
- Thought leadership is about balancing economic sustainability and community good citizenship.



Case study: SCU Global Social Benefit Incubator



Source: <http://www.scu.edu/sts/gsbi/>



SCU's Global Social Benefit Incubator

- An intensive 2-week residential program at Santa Clara University that enables aspiring entrepreneurs to scale their endeavors and achieve sustainability:
 - Competitive application process
 - Participant have a demonstrated commitment to applying technology to address urgent human needs.
 - Intensive mentoring by successful entrepreneurs as adjuncts.
 - Intensive post course consulting.
- A key element of SCU's positioning strategy!



5. *Grow*: Challenge workshops

- Workshop a significant client's optimal research/product development investment
- Pre-work: research market opportunities, technology trends, client's corporate innovation culture, shortlist opportunities
- Recruit a mixed functional team of discipline experts, influencers and decision-makers.



Sample ranking criteria



- Agree a weighted ranking system for ideas' merit
 - Criteria focus on technical feasibility, market potential, and strategic alignment.
 - Agree weightings based upon an understanding of the client's strategies and innovation culture.
- Select a winner technology
- Whiteboard a project action plan with assignments
- This approach gets support fast (and grants!)



Let's get started!

- Contact us any time at calibre.consulting@bigpond.com
- Visit our website at www.calibrecommunications.biz
- Resources: workbooks & job tools
- Resources: **Calibre Communiqué**, our e-bulletin of tips, tactics, and useful links

