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infocus

a quarterly update of high-tech marketing in motion from



*Leo Burnett*  
technology group

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Here you have it. The latest issue of *infocus*. I think you'll find it particularly useful, as we touch on some of the hottest topics and biggest concerns of high technology marketers.

In this issue's feature article, we explain the importance of account planning in building an enduring brand. We even give you a glimpse into our proprietary planning methodology on page 4. We created it by adapting the approach that has helped Leo Burnett Company create many of the world's top brands. While borrowing their best practices, we customized the process for the special challenges you face in establishing a high technology brand that touches the minds and hearts of your market.

Then there's media. It can make or break your marketing efforts. On page 8, you'll find out about our sister media agency, Starcom Worldwide. As one of the world's mightiest media agencies, Starcom can help solidify your brand with proven media planning, negotiating, buying, research and tracking services.

To keep up with your requests for case studies, we've included three. Each presents a unique challenge and the creative way TFA/LBTG solved it. One in particular showcases the value of focused, high-impact direct mail. The campaign produced an unheard of 41% response rate. And an even more amazing ROI of 700%.

I'd also like you to meet two people making significant contributions to TFA/LBTG and its clients. Inside Creative highlights how Doug Geer, art director, keeps the Boston office rocking. You'll also meet Christine Talarico, who keeps accounts running strong as an account supervisor in Chicago.

I'd be remiss if I failed to mention another of our key players featured in this issue. As Vice President of Strategic Planning, Michelle Edelman isn't just leading our account planning efforts, she set up the department and put its processes in place.

Please keep your comments and suggestions coming. It's the best way to make sure *infocus* provides the information you want. Email me at [sbisceglia@tfaleoburnett.com](mailto:sbisceglia@tfaleoburnett.com).

Thank you,



Sean B. Bisceglia  
CEO  
TFA/Leo Burnett Technology Group

# WHAT WOULD YOUR CUSTOMER THINK?

BY SEAN BISCEGLIA



Award-winning creative, great calls to action, and value-packed media schedules make or break marketing communications professionals. There are questions we all face: What if these things aren't enough? What if the phone doesn't ring? What if the market still doesn't know what the company does next year?

At TFA/Leo Burnett Technology Group (TFA/LBTG), we believe that the key to effective and memorable communications lies in marrying a company's brand essence to true market needs, matching buying attitudes with the way a company takes its product to market. The buying decision then becomes a cerebral decision that paves the way to lifetime customer relationships.

Account planning is the process of bringing customer insights into communications. After all, the days of "if you build it, they will come," are drawing to a close. Instead, technology companies are becoming market led. Executives and marketers are becoming more savvy. They are realizing that in their rush to market against heavy competition, they must speak to customer concerns.

In August of 1998, TFA/LBTG introduced account planning to help clients do just that. As a separate agency role, planning is helping TFA/LBTG clients build enduring brands that speak to prospects in their terms.

## Start with effective branding

An effective brand lies at the heart of a company's ability to produce a consistently relevant body of work. In technology- and sales-driven companies, it defines marching orders from a marketing perspective. In marketing-driven companies, the brand defines business decision-making and the management of the corporate vision.

Whether building a brand from scratch or repositioning an existing brand, TFA/LBTG employs a series of processes, deliverables and techniques called InsightDriver™. This system uncovers brand opportunities based on the company's organic makeup and its marketplace. It also helps you evangelize your brand internally and externally. Best of all, InsightDriver produces invaluable customer and marketplace data.

## The brand building process

InsightDriver includes a brand-building process called Strategic Brand Profiling. It consists of three basic parts:

**Discovery:** a thorough audit of current marketplace position, uncovering your company's current brand equity and the market's expectations.

**Profile Development:** development of hypothesis of the brand's intended vision, mission, essence/personality, and positioning, formulated with client collaboration.

**Implementation:** once the brand profile has been signed off, a variety of steps are taken to ensure the proper emergence of your new face:

- testing brand premise with target audience
- brand architecture and sub brand development
- transfer of ownership of the brand's stewardship to internal corporate brand managers
- internal and external communications planning

## The tech industry: Branding at the speed of data transfer

TFA/LBTG planning operates on tenants similar to those of our consumer-focused counterparts at Leo Burnett. But because we work in the tech arena, branding must happen at lightening speed. Companies have short market windows, stock barriers to break, and the next wave of superbrands to introduce.

It is why TFA/LBTG employs techniques that speed the branding process. InsightDriver's Research Toolkit uses the latest technology for gaining primary research. So we collect fresh prospect data in days, not weeks. Facilitation techniques such as BrandStorm™ bring client executives and marketers together to make decisions about key brand issues in a compressed time period.

## Create compelling, insightful creative

Whether or not a client has done some branding work or are already finished, TFA/LBTG can produce the critical end result: a targeted creative brief. This vital tool expresses the emotional and rational drivers of the target audience, and the one key thought that research and experience has shown will most likely cause action or brand affiliation.

The TFA/LBTG creative staff then performs its magic. Bringing the written word of the creative brief to life in memorable and unique communications.

## Don't forget to measure

At TFA/LBTG, we believe that brand communications should be closely monitored to make sure they achieve the desired effect. From there, refinements can be made as the brand personality takes shape.

TFA/LBTG engages in both pre- and post-audits of a campaign to determine its effectiveness. (Refer to the planning article on page 4 for measurement techniques we employ). Whatever the technique, effectiveness measures should have a personalized component to help decision-makers evaluate their brands, and allow them to adjust communication tactics when necessary.

## Planner as ongoing customer advocate

After a tracking study is in place, planners continually pursue ideas that grow from their understanding of the connections between a client's brands and people's lives. They bring clarity and understanding to the subjective art of communications. Planners assure that communications stay measurable and relevant to customer needs, concerns and dreams.

If your phone isn't ringing or the quandary of what communications to run leads back to questions of brand and customer, call and let us help you align your brand with market needs.

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## INSIDE CREATIVE:

### DOUG GEER KICKIN' THE JAMS

Doug has truly lived the rock and roll life. He played his first nightclub gig at age 14, put out his first record at age 15 and had a number one song (on local college radio stations) at age 16. Lucky for us, he got all of that out of his system before joining TFA/LBTG over a year ago.

"Working at TFA/LBTG is a lot like playing in a band. Creative brainstorming, is basically an intellectual jam session. The best part is that you don't have to lug amps around at 2:30 a.m." His music experience comes in handy, he produced a radio spot for a recent client pitch in his home recording studio.



As Art Director on clients IMRglobal and Open Market, among others, Doug is responsible for ensuring that our creative work lives up to the highest standards. He works closely with our designers to create the look and feel that make our clients stand out from the crowd.

When Doug isn't working, he spends as much time as possible with his wife Traci and son Wesley. His other interests include watching football, playing football, talking about football, and rooting for the Buffalo Bills. When it's not football season he enjoys casino gambling, listening to Sam Cooke and collecting Beatles memorabilia.

He's happy to let the music do the talking. Download a sample at [www.tfaleoburnett.com/staff/dgeer](http://www.tfaleoburnett.com/staff/dgeer).

## [THE TFA/LBTG RESEARCH METHODS]

TFA/LBTG deploys its own Research Toolkit™, a bevy of research techniques, to meet the needs of clients throughout their communications deployment. The tools selected depend on the data required, the timing constraints and the goals of the communication supported.

**"1:1 Dialogue"** — Customer and prospect interviewing techniques that gather information on industry, category, or client-specific brands to uncover needs, desires, purchase motivation, attitudes and preferences. These are usually in-depth interviews, over an hour in length, conducted face to face or by phone, typically at the onset of a positioning exercise.

**Target Data Tap:** simple questions fielded to a potential pool of three million pre-qualified respondents, in order to gain brand, product, and other opinion in a matter of days.

**Focus Groups** — Groups of 6 to 8 members of the target audience interact with a trained moderator to gain insight into the target segment. Topics may be industry, category, product, or brand specific. Gains both insights of target segment individuals as well as interaction between members of the target audience.

**HyperGroups:** online focus groups that are conducted via Web, speeding the gathering of data and lowering the cost of data acquisition.

**Case Studies** — Examine analogous situations to draw insights into the target segment, competitive situation or communication strategy.

**Literature Review** — A review of published research to gather insights into the client situation. Focus of reviews may be specific industries, market segments, technology or competitor sets. TFA/LBTG will review available literature and summarize implications to the client.

**Secondary Review** — Often times research has already been conducted that will answer some of the questions we are addressing for clients. These studies are usually industry specific, and cover general topics of interest. In these cases, TFA/LBTG will purchase these reports on behalf of clients and summarize implications to the client situation.

**Communication Check** — A "reality check" in the target market before the execution of a campaign to validate that the message is understood, persuasive, consistent with the brand essence and delivers against the communication objectives. May be one-on-one interviews or focus groups.

**Benchmark Survey** — In addition to the Research Toolkit, TFA/LBTG deploys the process called Awareness Benchmarking™. This formal market survey conducted by phone, mail or e-mail provides qualitative measurement of brand awareness, preference and attitude among the target audience. The measurement is taken before the execution of a message, then repeated quarterly or bi-annually in order to measure trends over time.

**eAudit** — A snapshot of the online landscape, our proven eAudit search methodology quickly uncovers and clarifies qualitative competitive information...in just a few short days.

## [CMGI: INVESTING IN THE INTERNET]

With the explosion of Internet companies lately, it is hard to know which ones are winners and which are not. CMGI has made a business of picking winners, and has been very successful at it. CMGI invests in and operates Internet companies. With a portfolio that covers such Web dynamos as Lycos, AltaVista, Geocities and Planet Direct, CMGI is building the foundation for the Internet of the future and bringing the vision of a fully-wired world to fruition.

CMGI was going through some changes, and the company needed a marketing drive to reflect their new energy and vision. Name change. Logo. Tag line. These most important of projects were awarded to TFA/LBTG because of the agency's deep understanding of the Internet and CMGI's marketplace.

CMGI's transformation began by changing their name without actually changing much of anything. TFA/LBTG's solution allowed them to retain the equity built up in their old name (College Marketing Group) and their NASDAQ ticker: CMGI, while giving their marketing efforts a new spark of excitement. The logo and tag line helped to really crystallize their marketing. The focus was placed on creating a branded image that CMGI could use anywhere and everywhere — the letter "i" in their name. This became an iconic representation of everything the company stands for: innovation, investment, Internet.

The tag line "Creating net value" truly defined in no uncertain terms what CMGI does, for investors, for customers, for acquisitions and for consumers the world over. And with the new name, logo and tag line in place, CMGI proceeded to make a big noise at tradeshow, in the press and particularly in the stock market.

CMGI has been more than a client to TFA/LBTG. The company has also provided new business opportunities from their wide-ranging portfolio

of Internet companies. Saleslink.com, Planet Direct, NaviSite and others have come on board as TFA/LBTG clients leveraging our knowledge of both CMGI and the Internet space.



collateral

## INSIDE ACCOUNT SERVICE:

### CHRISTINE TALARICO RUNNING STRONG

With Christine, it's a matter of sweating the details and pushing yourself to stay in top condition. She manages fast and furious technology accounts, and outside the office, she runs to stay in shape. Her dedication to keeping our clients ahead of the competition has made her an invaluable addition to TFA/LBTG. Running fuels the passion she brings to the job.

"When I run, I release built-up tension, and I get pumped," says Christine. "Nothing clears my head and gets me ready to juggle all those tasks at work better than tearing down the jogging trail."

Christine loved jogging the streets of San Francisco when she lived there, and admits she misses the mountains that were a short drive away. But her heart didn't belong in Frisco. She moved to Chicago to be with her fiancée, who is studying for the bar.

That was a lucky break for us. Christine brings us valuable technology experience she gained as a top account person at SF agencies. Our clients are quickly realizing that Christine is the teammate you want when you're racing to meet your goals. "If you see me tearing around the office, I'm making sure we're in great shape to deliver winning work for them," she says.

All of us just try to keep up.

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**[ FORSYTHE TECHNOLOGY ]**

## Building business by providing "comfort" for customer pains

In today's highly competitive arena, how does a full-service technology provider get the attention of prospective customers? Although they have been doing business for 28 years and have experienced exceptional growth, Forsythe realized that many prospects thought of them only as a hardware provider, an implementer, or a leasing company. Forsythe needed to convey their total solution message. And that's when they asked TFA/LBTG to help.

## Step one: Getting a foot in the door

Forsythe was confident that their sales reps could close a deal once they got in the door. Their frustrations stemmed from the lack of opportunity to get in front of prospects who were wary of yet another “technology solutions” provider.

The targeted decision makers included IT and C-level managers. The objective was to not only get the message past the gatekeepers and into the right hands, but to make such an impression that sales reps could convert leads into actual appointments.

TFA/LBTG determined that concentrating on specific pain points of the target audience would be most effective. To create immediate impact, the agency developed an oversized dimensional direct mail campaign targeted to key contacts. Since the audience consisted of mid- to high-level executives, the agency recommended that all the giveaways be high quality, unique and useful.

To ensure that at least one of the pain points would hit a nerve, TFA/LBTG developed three different drops to the same person — each addressing a different concern — to be dropped at one-week intervals.

## Addressing issues...in a large way

At the time this campaign was executed, ERP implementation was a hot issue for many companies — and this became the



direct mail  
campaign

first pain to be addressed. Prospects received a large box with a question on the outside: “Does selecting the right platform for your ERP implementation send a chill down your spine?” Inside was a plush Forsythe blanket—and the comforting answer, “Forsythe covers all your needs with ERP infrastructure solutions.” Detailed information was provided on an enclosed sales sheet.

The second and third drops followed the same format with unique premiums and “comfort” messages addressing Forsythe’s ability to offer creative financing options and provide “one-stop shopping.”

The results of the campaign far exceeded expectations. Forsythe reported an exceptional 41% response rate and a 700% ROI! In fact, the campaign was so successful, a similar mailing is dropping this summer.

In addition to lead generation efforts, Forsythe Technology has partnered with TFA/LBTG to produce their annual report, trade advertising and a variety of collateral materials.

## Creating impact with bold graphics and words

In a step toward creating a stronger image for Forsythe Technology, TFA/LBTG has created a series of print ads that are currently appearing in trade publications. As the number one reseller for Hewlett-Packard for three consecutive years, Forsythe wanted to create more awareness with HP users. The objective was to create an image with a strong, simple message that said, "This is who we are." The initial three-ad campaign features bold images of people captured in high-energy activities—running, pole vaulting and speed skating. Equally as bold is the headline: **Fast. Flexible. Strong.** The brief copy expands on those three words, building on Forsythe's commitment to meeting the changing infrastructure needs of business.

**[IMRGLOBAL:**  
**A TRULY GLOBAL VISION]**

Just about every industry is going through major business and technological transition. And as business goals shift, so do the demands on technology. How can companies ramp up on both fronts? IMRglobal's answer is Transitional Outsourcing, encompassing services from the maintenance and transformation of legacy systems, to component-based, as well as ground-up application development.

Looking beyond all the Y2K noise, management at IMRglobal (named Information Management Resources before they came to TFA/LBTG) wanted to create a whole new brand, positioning the company as a visionary business transformation partner. And they wanted to do it on a global scale. So they turned to TFA/LBTG.

TFA/LBTG started from the beginning, with the company name, logo and tag line. Information Management Resources quickly became IMRglobal.

IMRglobal's marketing efforts ranged from branding and awareness through advertising, to lead generation through high-impact direct mail to the highest levels within target organizations, to leave-behind collateral for the company and lines of business. The true challenge was figuring out how to convey IMRglobal's message across both business and IT audiences, as well as across national borders and cultures.

TFA/LBTG's answer? International symbols.



*international ad*

ads for  
ceo and it  
audiences

International symbols for monetary exchange, as to IMRglobal's corporate and service line capabilities, communicating the company's value in simple, easy-to-understand terms. This work, and impactful direct mail that has helped build both new and existing relationships, has given IMRglobal a powerful new presence in the world of IT consulting.

# INSIDE STRATEGIC PLANNING:

MICHELLE EDELMAN  
PERFORMS THE  
“BALANCING” ACT  
GRACEFULLY

As the saying goes, there are two sides to everything. In Michelle Edelman's life it's a balance of work and home.

Though most people don't know it, Michelle is a huge Monty Python fan. Which is fortunate, because a sense of humor is almost required for success in her profession.

"Things won't always go as planned. It's why you have to be honest with



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# [ STARCOM SHINES IN HIGH TECH MEDIA ]

TFA/LBTG has forged even further ahead in delivering powerful, integrated marketing services for its clients. With the acquisition of TFA Communications by Leo Burnett, the prowess of Starcom Worldwide media services has been brought to the table as a resource to the benefit of all TFA/LBTG clients.

Steve Hall is Starcom's media director for TFA/LBTG's high technology and business-to-business clients. Steve believes in the seamless integration of media with the broader marketing communications programs that drive the success of our clients.

Starcom is a media specialist company dedicated to building our clients' brands. To do that effectively, Starcom invests heavily in a variety of media planning, buying and

research resources, all designed to provide Starcom with knowledge and insights ahead of the marketplace.

Starcom's planning philosophy is to create superior brand communication plans that drive accountable results. Starcom believes in comprehensive strategic business solutions; investing for business results; and in risk-taking, innovation and creativity. The results they deliver for our clients are the best measure of success.

Their planning process is deeply rooted in an understanding of the brand and the people who use it. It builds on insights and ideas gathered at each stage of the sequence, including four key planning components: exploring the brand and its marketplace; exploring brand customer product habits; exploring brand solutions and media strategies; and exploring media solutions and tactics.

The planning process feeds into two investment steps that complete the media cycle. First,

negotiation and execution, using systems like EncycleLEOmedia to provide our buyers with an in-depth database of over 700 new media vehicles. And second, brand stewardship, using systems such as NeTeX, STARS, and PrintEx to manage the investment process from pre-buy audience estimates through buy stewardship and post buy analysis.

Since the integration of Starcom with TFA/LBTG, Starcom has leveraged its strength in the media marketplace to 22 TFA/LBTG clients, including IMRglobal, Sage Networks, TechRepublic, and CarOrder.com. To reach Starcom, call Steve Hall at 617-437-1400 X140 or visit their web site at [www.starcommmedia.com](http://www.starcommmedia.com).



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