



founded in 1982

specialists in the

MEASUREMENT AND MANAGEMENT  
OF PERCEPTIONS

An  
Invitation to Success  
in  
MARKETING, ADVERTISING, SALES  
and  
HUMAN RELATIONSHIPS

“You’re managing perceptions only  
when you’re measuring perceptions.”

OBJECTIVITY PROUDLY PRESENTS  
“PERCEPTION MANAGEMENT”

The most advanced strategy  
development and communication  
management system in the world.

“A step or two beyond traditional  
marketing research”

# NOTES ON OBJECTIVITY

1. Objectivity's business is the measurement and management of perceptions - those held by consumers, trade customers, staff, or any other key communication group (KCG).
2. Objectivity introduces its clients to "Perception Management" which is: *"The effective management of behaviour through the quantified ranking of decision criteria, the measurement of perceptions, and the cost-effective direction and control of communications"*.
3. Objectivity is not a traditional "market research" house and only undertakes perception measurement and monitoring projects.
4. Traditional methodologies used in market research have been found to be inadequate when identifying and prioritising needs / wants and in measuring perceptions. Objectivity has overcome these problems with its unique methodology that also has the additional benefits of cost, speed and simplicity.
5. Objectivity also monitors the performance of all media advertising agencies and provides a range of agency related services to both Clients and Agencies.
6. Introducing "Perception Management" means introducing quantified measurement and monitoring procedures for advertising, sales, training, promotion, public relations, corporate identity and any other form of communication.
7. Objectivity has recently employed three specialist consultants to assist clients in the effective implementation of its recommendations.

**" YOU'RE MANAGING PERCEPTIONS  
ONLY WHEN YOU'RE  
MEASURING PERCEPTIONS"**

# A STRATEGY

- Objectivity provides you with a **UNIQUE WINNING STRATEGY:**
- **QUANTIFIED PERCEPTION OBJECTIVES**
- **QUANTIFIED GAPS TO BE CLOSED.**
- **PRIORITIES IN MESSAGES and ACTIONS**
- **MONITORING TO BRING STRATEGIES TO A SUCCESSFUL CONCLUSION.**
  
- Your strategies in:
  - ADVERTISING
  - SALES and DISTRIBUTION
  - PRODUCT LAUNCHES
  - PRODUCT POSITIONING
  - CORPORATE IMAGE
  - PUBLIC AFFAIRS
  - TRAINING
  - CUSTOMER SATISFACTION

# THE FIVE DIMENSIONS

Every marketing, sales and relationship situation has five dimensions:

1. NEEDS / WANTS - DECISION CRITERIA LOOKING TO BE SATISFIED : DEMAND
2. DESIRED STANDARDS OF PERFORMANCE : DEMAND
3. AWARENESS OF PRODUCTS / SERVICES : SUPPLY
4. PERCEIVED PERFORMANCE : SUPPLY
5. PERCEIVED DEFICIENCIES IN SATISFACTION : THE GAPS

- OBJECTIVITY WILL QUANTIFY THESE FIVE DIMENSIONS FOR YOU
- YOUR JOB IS TO RECTIFY THE PERCEPTION DEFICIENCIES

## THE REAL NEEDS / WANTS

- REAL NEEDS / WANTS:
  1. ARE UNSATISFIED PRIORITIES
  2. HAVE A POINT OF SATISFACTION
  3. SOMETIMES APPEAR IRRATIONAL
  4. ARE CONSTANTLY CHANGING.
- THEY RISE TO TOP OF MIND LIKE OIL ON WATER OR A PEBBLE IN A SHOE.
- As needs / wants are not constant:
  1. Monitoring is essential
  2. Strategies cannot be static
  3. Flexibility is the key to success.



## WHAT ARE PERCEPTIONS

- FEELINGS, BELIEFS, MENTAL PICTURES, GUT FEEL
- THE SUM TOTAL OF RECEIPTS OF INFORMATION ACCUMULATED OVER TIME, INCLUDING EXPERIENCES
- THE REALITY THAT PERTAINS ALTHOUGH MAY NOT BE "TRUE"
- CHANGE WITH CHANGING CIRCUMSTANCES - INFORMATION.

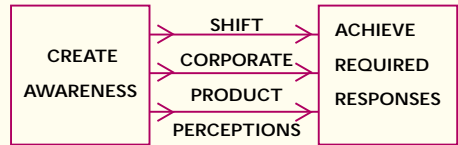
### PERCEPTIONS:

- GUIDE ALL BEHAVIOUR
- MOTIVATE OR DEMOTIVATE ALL ACTIONS
- DETERMINE THE FUTURE OF PRODUCTS - COMPANIES
- TO MANAGE THE FUTURE OF YOUR PRODUCTS AND YOUR COMPANY - YOU HAVE TO MANAGE PERCEPTIONS.

**YOU ARE A  
PERCEPTION MANAGER !**

## MARKETING / SELLING

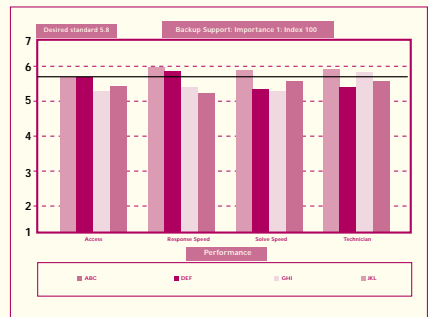
The marketing / advertising / sales process works as follows:-



## OBJECTIVITY'S UNIQUE PERCEPTION MEASUREMENT

OBJECTIVITY QUANTIFIES and PRIORITISES:

1. THE "REAL" NEEDS / WANTS AS UNSATISFIED PRIORITIES ie DECISION CRITERIA
2. THE POINTS OF SATISFACTION:
  - The desired standards of performance
  - The points of response
  - The point at which the need ceases and becomes BRAND LOYALTY
3. AWARENESS AS SHARE OF MIND
4. PERCEIVED ALTERNATIVES IN SATISFACTION:
  - YOU versus your COMPETITORS
5. PERCEPTION GAPS YOU HAVE TO CLOSE:
  - TO GET AHEAD OF YOUR COMPETITORS
  - TO ACHIEVE THE POINTS OF RESPONSE.



**TELLS YOU EXACTLY HOW  
TO WIN ie YOUR STRATEGY**

# WHOSE PERCEPTIONS DO YOU HAVE TO MANAGE?

## YOUR KCGs-KEY COMMUNICATION GROUPS:

### FMCG KCGs:

1. Your own people who communicate in any way
2. Sales and / or distribution agents
3. Trade customers in retail and wholesale
4. Direct supply consumers
5. Informal sector distributors / retailers
6. Present consumers
7. Potential consumers
8. Communication agencies.

### PHARMACEUTICAL KCGs:

1. Your own people who communicate in any way
2. Wholesalers and / or distribution agents
3. Pharmacists and their assistants
4. Doctors
5. Specialists
6. Decision makers at hospitals / clinics
7. Academics
8. Patients / consumers
9. Communication agencies.

### TECHNOLOGY PRODUCT KCGs:

1. Your own people who communicate in any way.
2. Dealers: sales / service personnel
3. Service agents
4. Direct supply customers
5. Specifiers / influencers
6. Present users / customers
7. Potential users / customers
8. Communication agencies.

### DIRECT SUPPLY KCGs:

1. Your own people who communicate in any way
2. Present customers / clients
3. Potential customers / clients
4. Agents / distributors / dealers
5. Specifiers / influencers
6. Communication agencies.

# HOW TO MANAGE THE BEHAVIOUR OF YOUR KCGs

- Every organisation has its primary objectives quantified in its budgets.
- **But only people can achieve, or permit achievement of those objectives, ie your KCGs.**
- The only way you can be sure about achieving your objectives is with effective perception management.
- You cannot manage anything without quantification, i.e. quantifying the "qualitative".
- **Behaviour is managed through managing perceptions.**
- Your KCGs make up your channel of distribution from you through to the enduser / customer / client / consumer.
- Fully effective "perception management" means: **MEASURING, MONITORING & MANAGING THE PERCEPTIONS HELD BY EACH OF YOUR KCGs.**

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## WHY DO WE MEASURE PERCEPTIONS

- Your job is managing the perceptions held by your KCGs.
- When we measure perceptions **accurately** we:
  1. PREDICT BEHAVIOUR - the FUTURE
  2. Provide you with a STRATEGY to STRENGTHEN or CHANGE BEHAVIOUR.
- Through monitoring awareness and perception shifts you are able to **MANAGE YOUR STRATEGY to BRING IT TO A SUCCESSFUL CONCLUSION.**
- Perceptions are always shifted by **COMMUNICATION.**
- **But YOUR MANAGEMENT IS ONLY AS GOOD AS YOUR MEASUREMENT.**
- **You need an accurate PERCEPTION MEASUREMENT METHODOLOGY.**

# COMMUNICATION

THE ONLY PURPOSE OF ANY FORM OF COMMUNICATION IS TO:

1. CREATE AWARENESS
2. CREATE OR SHIFT PERCEPTIONS
3. GENERATE PHYSICAL RESPONSES.

Communication can take any of a number of forms:

## ONE - ON - ONE

- WORD-OF-MOUTH
- BODY LANGUAGE
- NEWSLETTERS
- PACKAGING
- LITERATURE

## MASS

- CORPORATE ID
- ADVERTISING
- SPONSORSHIP
- SIGNAGE
- PROMOTIONS

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# INVESTMENT MANAGEMENT

- The purpose of communication through:  
CORPORATE IDENTITY  
ADVERTISING  
PROMOTION  
PACKAGING  
DISPLAY  
PR  
TRAINING  
SELLING  
NEGOTIATION
- is to:  
STIMULATE OR CHANGE BEHAVIOUR
- through:  
AWARENESS and PERCEPTION SHIFTS
- so:  
INVEST 1% - 5% OF YOUR  
COMMUNICATION EXPENDITURE
- to ensure the:  
REMAINING 95% - 99% IS EFFECTIVE.
- ie:  
"the cost-effective direction and control of communication

# THE REALITY

- Marketing and selling is about *satisfying customer needs and wants, about "customer satisfaction"*.
- As marketing developed these last 50 years it endeavoured to become a management discipline and made three fundamental errors. It believed:
  1. PEOPLE ARE RATIONAL - MAKE RATIONAL DECISIONS
  2. NEEDS TAKE PRECEDENCE OVER WANTS
  3. NEEDS REMAIN CONSTANT.
- THE REALITY IS:
  1. PEOPLE ARE SELDOM RATIONAL
  2. WANTS ARE OFTEN INDULGED AHEAD OF NEEDS
  3. A NEED IS ONLY A NEED WHILE IT REMAINS UNSATISFIED.
- THIS IS WHY WE HAVE:
  - So many product launch failures
  - Wasted expenditure - especially advertising
  - Dying products
  - Low returns
  - Frustration
  - Business and career failures.

# CONVENTIONAL WISDOM

- When following the conventional wisdom marketing, selling and market research has traditionally focused on endeavouring to identify and satisfy "rational" need / wants. (Or some creative whizzkid has assumed the need / want).
- Based on such approaches most advertising and sales propositions offer to satisfy rational needs / wants. But if that need / want is:

NOT THE REAL NEED / WANT  
or if the  
NEED / WANT IS ALREADY SATISFIED

YOUR ADVERTISEMENT OR SALES PROPOSITION WILL FAIL

## STRATEGY MANAGEMENT

- Strategies are to do with satisfying perceived needs **BETTER THAN THE ALTERNATIVE OPTION.**
- We live and work in a **RAPIDLY CHANGING ENVIRONMENT - WHERE NEEDS CHANGE CONSTANTLY.**
- As needs change **STRATEGIES MUST CHANGE.**
- The traditional ways of doing things:
  - can no longer **COPE**
  - are no longer **ADEQUATE**
  - are **TOO SLOW**
  - **TOO CUMBERSOME**
  - **TOO TIME CONSUMING**

by the time the information is obtained it is usually **OBSOLETE.**

- **PERCEPTION MONITORING IS FAST & ACCURATE** allowing you to keep your **STRATEGIES ON TRACK - TO BRING YOU TO A SUCCESSFUL CONCLUSION.**

## ONE "P" IN MARKETING

- There is only one "P" in marketing !!!

### PERCEPTIONS !

- PRODUCT** - it is the perceptions held regarding the product or service that matters  
- they will happen or they can be created
- PRICE** - price is a matter of perceived value; price can be used to create a perception of a product or service
- PLACE** - actually a perception of availability
- PROMOTION** - means communication - the way in which perceptions are created or destroyed
- PROFIT** - the final result of your ability in perception management.

**IN THE FINAL ANALYSIS ONLY PERCEPTIONS COUNT !!!**

## WEAKNESSES IN TRADITIONAL FORMS OF MARKET RESEARCH FOR IDENTIFYING, QUANTIFYING AND PRIORITISING PERCEPTIONS

- **FACE - TO - FACE:**
  1. Seeks / allows **RATIONAL RESPONSES**
  2. Strong interplay of **PERSONALITIES**
  3. Normally heavily **STRUCTURED** - permits little freedom
  4. Difficult to control for **ACCURACY** in the Field
  5. **SLOW**
  6. **EXPENSIVE**
  7. Does not identify or quantify **PERCEPTIONS**
  8. Usually **DIFFICULT** to read / understand / action
  9. Often relatively **SMALL SAMPLES.**
- **FOCUS GROUPS:**
  1. Very strong interplay of **PERSONALITIES**
  2. **DOMINANCE** by one / two personalities
  3. **VERY SMALL SAMPLES**
  4. Cannot be **QUANTIFIED** in any way
  5. Does not identify or quantify **PERCEPTIONS**
  6. Consensus is sought
  7. Often experienced participants.

## OBJECTIVITY'S METHODOLOGY IN PERCEPTION MEASUREMENT

1. **TELEPHONE**  
Telephones are used to minimise personality interplay - but with side advantages in speed and cost.
2. **AWARENESS**  
Spontaneous awareness is captured in two dimensions -
  1. Awareness
  2. Depth of recall- to provide a "share of mind" or "weight of awareness"  
This approximates your market share.
3. **NEEDS / WANTS: DECISION CRITERIA**  
Needs rise to the top of the mind. These are captured, quantified and prioritised as unsatisfied priorities.
4. **DESIRED STANDARD**  
Using a seven point scale - seven = perfection. The desired standard is

quantified subconsciously as given in terms of the ranking of needs.

#### 5. NOTHING MISSED

Using this open-ended, spontaneous, top-of-mind approach no factor is missed - all are captured and quantified.

#### 6. PERCEPTIONS OF PERFORMANCE

Performance is rated on a seven point scale with only the ends of the scale labelled. One equals "very poor" – seven equals "excellent".

#### 7. COMPLETENESS

A lot of questions are asked.

#### 8. SPEED IN INTERVIEW

The questions are asked very fast - approx. 120 in 7 / 10 minutes.

#### 9. ACCURACY

1. Cross-checking in the questionnaire
2. Controlled in-house
3. We report names of people interviewed
4. Skilled interviewers.

#### 10. SPEED IN PROJECT

Approx 150 interviews per day.

#### 11. COVERAGE

Whole country can be covered in days.

#### 12. REGIONS / DEMOGRAPHICS

Respondent sets are designed in sets of 20 respondents - to provide adequate samples in each geographic area or demographic.

#### 13. SIMPLICITY

The final charts are easy to read and understand.

#### 14. RECOMMENDATIONS

Specific recommendations for action are given.

#### 15. MONITORING

Monitoring is normally done by region or demographic. Feedback can be provided within 48 hours through computer linkup or computer disc.

#### 16. ADVERTISING

Advertising effectiveness is monitored through quantifying awareness and perception shifts.

## ADVANTAGES OF OBJECTIVITY'S METHODOLOGY

1. MINIMISES PERSONALITY INTERPLAY
2. Maximum FREEDOM IN RESPONSE
3. IDENTIFIES NEEDS / WANTS
4. QUANTIFIES NEEDS / WANTS
5. PRIORITISES NEEDS / WANTS: DECISION CRITERIA
6. QUANTIFIES DESIRED STANDARDS OF PERFORMANCE
7. QUANTIFIES PERCEIVED GAPS IN PERFORMANCE
8. Totally controlled for ACCURACY
9. FAST - 150 / 200 interviews per day
10. Fast MONITORING - 48 hour computer linkup
11. Covers WHOLE COUNTRY
12. Detail by REGION / DEMOGRAPHICS
13. \*CUSTOMERS \*CONSUMERS \*STAFF & \*AGENCIES
14. COMPREHENSIVE
15. SIMPLE to UNDERSTAND / ACTION
16. SALES FORCE DIRECTION and MANAGEMENT
17. DIRECTION for ADVERTISING / SPONSORSHIP / PR
18. Identifies TRAINING needs
19. PROVIDES your total STRATEGY
20. LOW COST
21. MOST ADVANCED AVAILABLE
22. INTERNATIONAL USAGE

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## A PLAN OF ACTION

1. SPECIFIED ACTIVITIES
2. QUANTIFIED OBJECTIVES
3. QUANTIFIED PRIORITIES
4. DEGREES OF EMPHASIS
5. RESOURCE ALLOCATIONS
6. TIME SCALES.

# PRODUCTS

## 1. PERCEPTION MEASUREMENT AND STRATEGY FORMULATION PROJECTS:

- Respondent sets of up to 20 respondents per set:
  - First respondent set
  - Second respondent set
  - Third respondent set
  - Fourth respondent set @ 5% discount
  - Fifth respondent set @ 10% discount
  - Sixth respondent set @ 15% discount
- Plus:-
  - "Norms" : total mean ratings
  - "Corridors of Excellence" - top 20% and 30% ratings
  - Provision of respondent names - per project

## 2. PERCEPTION MEASUREMENT REPORT PRESENTATIONS

Additional presentations - per day or part thereof.

## 3. COMMUNICATION STRATEGY DEVELOPMENT WORKSHOPS

## 4. ADVERTISING AGENCY PERFORMANCE PROFILES

- Agency Performance Profile including Agency Industry "Norms" and "Corridors of Excellence" - without written interpretation.

## 5. ADVERTISING AGENCY IDENTIFICATION AND EVALUATION:

- Based on your importance weighting factors and screened by your "must have" criteria: an agency performance evaluation report identifying approximately 5 agencies
- Plus per additional agency requested.

## 6. SINGLE ADVERTISING AGENCY EVALUATION REPORTS:

- Based on your importance weighting factors of required skills and services; a ranked and written performance evaluation report on any one agency in comparison with the Industry "Norms" and "Corridors of Excellence".

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