

How to make

someone

fall for you

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JENNY is sitting at a table in a cafe. Her eyes catch those of a good-looking man sitting in the corner. The man comes over.

“Hi my name’s Dave, and I’ve got a really expensive car.”

“Well, hi Dave, I’m Jenny, it’s good to meet you.” says Jenny, “Do you come to this cafe often?”

“My name’s Dave...” says Dave, enunciating the word carefully.

“Well that’s good to know. Do you live around here?”

Dave smiles sweetly. “I’ve got a really expensive car.”

“You’ve already said that.” says Jenny. “Tell me something else so that we can get to know each other better.”

“OK” says Dave.

“What’s your full name, your address and how old are you?” he asks.

“That’s a bit personal.” replies Jenny. “But my full name is Jenny Bond, and I live across the park. I’ll be 32 on Friday.”

“That’s fine.” Says Dave. “Do you like going to the





movies, the theatre, bars or opera?”

“I like evenings in front of a log fire!” says Jenny. “Now tell me about you!”

“I’ve got to go.” says Dave. “I’ll be back.”

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At the end of the week, Dave is back.

“Hi Dave!” says Jenny. “How’s your car?”

“Hi” says Dave. “My name’s Dave and I’ve got an expensive three litre car.”

“It’s good that we now have a relationship.”

“Relationship!” says Jenny. “You keep on going on about your car, you’ve asked me all these intrusive questions, and yet I know nothing about you.”

“And,” she continues, “You’ve forgotten it’s my birthday today!”

“But my name’s Dave.” says Dave, puzzled. “And I’ve got an expensive three litre car.”

# Where did Dave go wrong?

**T**HOUGH Jenny was telling Dave things about herself, he wasn't using any of that information. And when she asked him about himself, he clammed up.

Dave was talking *at* her, not *to* her. Jenny felt Dave wasn't treating her as a human being.

To understand the problem more deeply, we can analyse Jenny's experience of Dave in terms of three components, his *performance*, his *treatment* of her and the sense of *community* he builds up between them.

- *Performance* means Dave's ability to meet Jenny's needs on first meeting her. He does this well. Jenny likes confident, good-looking men; and though she'd never admit it to him, she finds flash cars a bit of a turn on.
- *Treatment* is Dave's ability to make her feel she knows him, and to reflect that back to him. Here, he's failed. He shows no recognition of their first meeting; he's even forgotten her birthday.
- *Community* means Dave's ability to make Jenny feel part of something, perhaps through finding interests or friends they have in common. Here too he has failed. Jenny ought to be thinking what it would be like being a couple with Dave, perhaps imagining snuggling up with him in front of a log fire. But she isn't thinking anything of the sort.

However good looking Dave is, and however expensive his car, Dave has failed to connect with Jenny as a human being, and therefore Jenny has developed no desire to *get involved* with him.

As a result, despite his two meetings with her, Jenny may say hello to him next time he comes to the bar, but no way is she going to date him.



# But how is Dave doing in classic marketing terms?

THE funny thing is that by the classic rules of marketing, Dave is doing pretty well with Jenny. A classic marketer would tell Dave that he has:

- Achieved spontaneous recall of his name.
- Effectively communicated his core value proposition of owning an expensive car.
- Built up a good bank of relationship data from her, with her full opt-in consent.
- Achieved his key behavioural objective, of moving from the trial date into a repeat meeting.

And indeed when we look at classic consumer brands, many act just like Dave:

- Ariel spends most of its marketing budget telling people that it's called ARIEL and it REMOVES STAINS BETTER, despite the fact that that everyone already knows this.
- Panasonic spends most of its marketing budget telling people that it's called PANASONIC and it makes INNOVATIVE ELECTRONICS, despite the fact that everyone has known that for years.
- Other brands try relationship marketing, or 'CRM' as it's

known. They collect your name, address, date of birth, phone, fax and mobile number, email address, marital status, personal and household income level and number of children - *but then rarely use any of these facts to build a relationship with you.*

All of this sets up a fundamental problem with classic marketing.

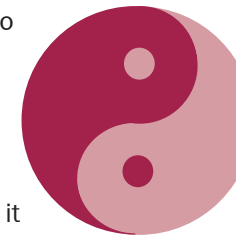
- It's very good at getting people to try something in the first place. It's good at creating new, light users, or getting your brand into a consumer's repertoire of brands.
- But it's pretty awful at getting someone who has already tried and likes something to develop a deeper relationship with it.

## THIS IS A PROBLEM OF TODAY

This wasn't a so much problem in the 1950s when the term marketing was invented, because societies were full of

## The yin and yang of relationships

*Initial promise* is vital to relationships between people, and between brands and consumers. If the brand, or the other person just doesn't do it for you, your relationship isn't going anywhere.



But if you don't then get *involved* with the other party, your relationship is likely to remain light, uncommitted, and of little long term value to either side.

young people trying things for the first time.

But today, when the average age of people in industrialised nations is approaching forty, there are far fewer young people reaching adulthood in need of advice about which new products to try.

On the other hand, there are many more adults of age twenty-five and older, who have been using products and services in those markets for years.

If you want to affect brand shares, you need to talk to those adults.

They already know your name and what your promise is.

Now you must get your brand *more deeply involved* with them.

## Getting involved

IF we are looking for involvement with our consumers, the first thing we marketers have to do is to change our mentality. When we talk about marketing, we talk in pseudo-military terms about *impacts, persuasion, awareness, share of voice*. We have a one-way conversation with consumers, treating them like territory to be conquered, rather than as human beings.

We need to change to an involvement mentality:

- We must learn to respect consumers as human beings, listening to and valuing their opinions.
- We must learn that in the relationship, we *both* have power, and a good relationship involves *sharing* that power.
- We must move away from a one-way process, to a joint, collaborative process.

If we accept all of this, the brand stops being something that *we* tell *them* about. The brand is the sum total of their experience of us. It sits in their heads, not in our PowerPoint presentations. And it is ours to influence - but not simply to change.

### **THEN WE MUST MEASURE WHAT MATTERS**

Classic marketing judged Dave's actions as good because he did well at getting his name and value proposition across,



*You can't SHOUT people into liking your brand. They need to be drawn in, played with, seduced.*

and at extracting information from Jenny.

If we want to judge our success from this new point of view, we need to invent some new parameters, and check out how consumers feel brands score against them.

With this in mind, Wunderman has looked at the three components of experience - *performance*, *treatment* and *community*, and measured them for thousands of brands across the world.

For performance, Wunderman asked whether the brand:

- *meets my needs completely*
- *is the best option available*
- *is the sort of brand I'd recommend to a friend*
- *is high performance*
- *is unique*

For treatment, we asked whether the brand:

- *adapts to my needs*

### Technical background

Above we are describing the new Wunderman *Brand Experience Scorecard* (BES) methodology. The BES study is based on findings from the Wunderman-Fournier relationship model, the Kevin Keller brand resonance model and Young & Rubicam's 44 country BrandAsset Valuator research study.

Since its start in 2001, BES has interviewed 14,713 respondents in the United States, and a further 8,967 in five major European countries in 2002/3. It now has data in depth on over 3,000 brands in virtually all categories, and will continue to interview people to see how those brands develop. *BES is already one of the largest investigations into consumer experience undertaken in the history of marketing.*

The three components of experience - performance, treatment and community - emerged from waves of factor analysis, and have been validated through intensive testing. We have found consistently that good experience leads to higher customer loyalty. And customer loyalty, as experts like Frederick Reichheld of Bain Consulting have proved, is the key to strong, profitable businesses.



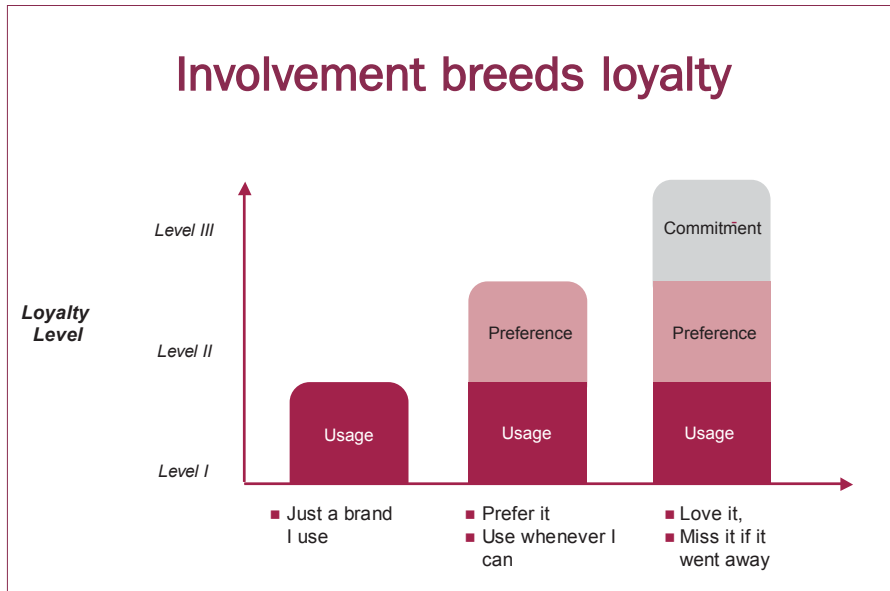
- goes out of its way for me
- cares about its customers
- wants my business
- resolves conflict well

For community we asked whether the brand's user:

- feels like they belong in a club with other users
- identifies with other users of the brand

**ARE THESE THE RIGHT QUESTIONS?**

We knew that we had asked the right questions, because when we looked at occasional, disloyal users of brands, we found that whilst they might achieve good levels of



Performance, treatment and community progressively drive consumers towards the prized 'Level 3' loyalty. A brand that aspires to be a leader, or to command a premium, needs loyal customers.

performance, they scored low on treatment and community.

On the other hand, when we looked at core loyal users of brands - people who love the brand and say they would miss it if it went away - they gave us much stronger levels of treatment and community as well as a good level of performance.

In the jargon, the core users are highly prized 'Level 3' loyalists, who are likely to believe the brand is worth a premium, and who account for the bulk of the brand's volume.

Improving a brand's treatment of consumers and building up a sense of community with them therefore translates *directly into sales*.

**Brands that have got it right**

Brands that do well on *performance* include:

- Sony
- Kodak
- Michelin
- Amazon
- Crest
- Bang and Olufsen

Brands that do well on *treatment* include:

- Virgin
- Volvo
- Gateway Computer
- Tesco

Brands that do well on *community* include:

- Apple
- Virgin
- Ebay
- NFL

Source: Brand Experience Scorecard USA/UK, 2001/2

# How to give people a better experience

SO how do we give people a better experience of our brands? Like improving a personal relationship, it cannot be done overnight. Through our analysis of Brand Experience Scorecard data, we have discovered that improving treatment and building a sense of community involves a series of steps:

## 1: CHANGE YOUR PERSPECTIVE

A better relationship means first looking at the situation from the other person's point of view.

- We may be selling make-up. But our relationship is all about a *look*.
- We may be selling an expensive watch. But our relationship is all about *status and style*.
- We may be selling a mutual fund. But our relationship is all about *security and the rest of your life*.

Changing perspective from 'me the brand' to 'you the consumer' has no immediate action points. But that's not the point. *Doing this should subtly change everything you do.*

## 2: IDENTIFY THEIR PROBLEMS AND HELP SOLVE THEM

Most brands regard things like awareness, recall and pricing as the brand's problems, and things like depression, overweight and family harmony as their consumer's problems.



Teen magazines score well on treatment, because they are good at helping with their readers' problems. But few other teen brands make any attempt whatsoever to help.

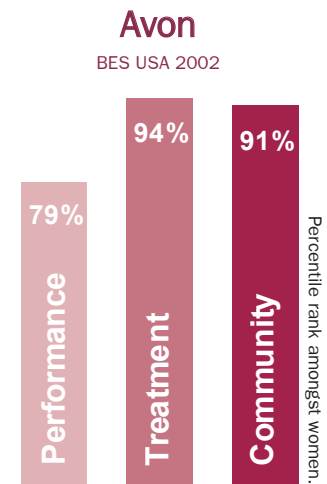
That's not the way to run a good relationship.

If a brand wants to improve its treatment of its consumers, it must recognise their problems as its own.

For instance, most food brands avoid the issue of obesity, despite the fact that a quarter of Americans, and many Europeans are clinically obese today, and regard their weight as a serious issue.

Brands may shy away from helping here, because they feel they can't guarantee results. *But that's not the point.* Good relationships are built on trying to solve a problem together - whether the result is a success or not.

- In the US, the Subway sandwich chain developed a series of low fat options within its range, and became the fast food moms didn't have to worry about. What's more, they then developed an online weight loss community, allowing their consumers to



Avon in the US understands the importance of customer experience: it ensures its products are easily available, via mall kiosks and the internet as well as via Avon reps. Avon also understands its customers when they say that beauty comes from within - and has responded with products and services to soothe and inspire, as well as to improve looks. As a result, Avon outperforms most other brands amongst women on all three aspects of brand experience.

compare notes on what they were eating, and how many pounds they were losing - or not. They then co-opted one of their successes, a consumer called Jared into being a friendly, dynamic pacemaker on the site. *And whether consumers lost weight or not, their identification with Subway went up.*

**3: STOP BEING SELFISH**

Marketing budgets are under so much pressure nowadays, that brand managers are forced to think only in the interest of their brand, and therefore never in the interest of their consumer. But is this the right way to behave?

- Buy a car, even a luxury car, from most carmakers nowadays, and most will bombard you with phone calls, brochures, and offers of test drives. (Although they will rarely try to *get to know* you.)

Then though, once you've bought the car and driven it away, everything goes quiet.

'We've made the sale.' think the marketing people. 'This person is water under the bridge.'

What car marketers forget is that the new owner of their car is now fascinated by the vehicle they drive, and is spending most of their social life discussing their new vehicle with their circle of friends.

They could convert that circle of friends into hot prospects for the car.

*But wouldn't it be so much easier for them to do so if the car company ensured the new owner had interesting facts about the car*

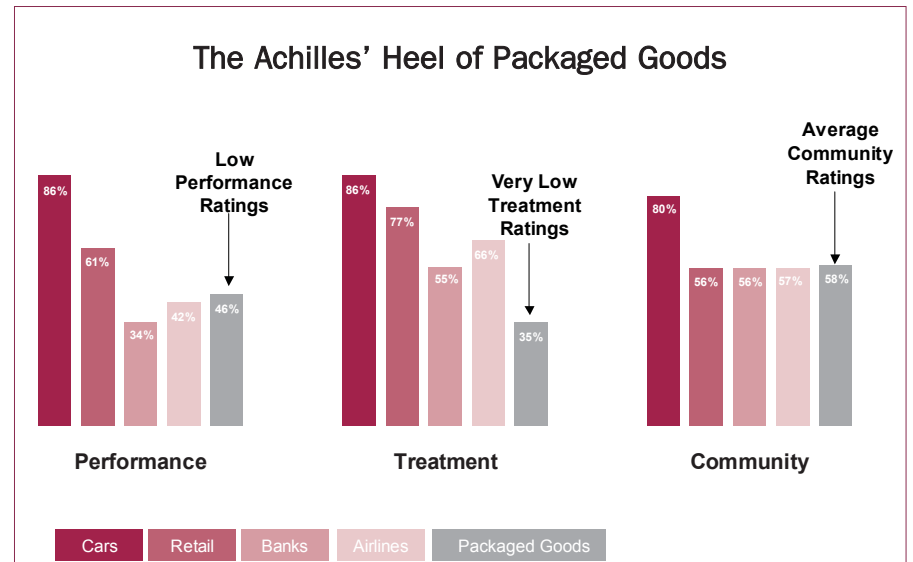


Luxury car brands could reward their owners with a powerful sense of community - but few are committed to the after-delivery relationship that would provide that.

*to tell them, brochures to give them and a hotline with which to send them on test drives?*

- Office equipment suppliers regard the specifier and purchaser of their equipment as the only people who matter in their customers' offices.

They quietly ignore the fact that the people who actually use their equipment never get to hear of the amazing things it can do, and therefore use it only for the basics. Doesn't it make sense for office equipment suppliers to build relationships with the workgroups in offices to explain what they've bought? *It could make for powerful word of mouth at the water cooler.*



Packaged goods make be a strong category in classical marketing terms, but they are bottom of the class when it comes to treatment, and only average when it comes to the sense of community they build up.

#### 4: THINK 'WE' RATHER THAN 'US AND THEM'

Packaged goods companies usually regard themselves as being at the top of the marketing tree. They have brands with 99% awareness, strong brand values and slogans and jingles etched into the national consciousness of the countries in which they operate.

But when it comes to the relationships they have built with their customers, they do quite badly.

Specifically, their treatment of their customers is much weaker than that of brands in other categories, and is much, much weaker than the treatment offered to customers by the retailers that sell those packaged goods.

Dare we suggest that this weakness has been a contributory factor in the massive growth in private label food across the world over the last 20 years, and the current *Aldisierung* of German food markets?

- Food manufacturers need to reconnect with their customers, and need to do so fast. Four decades ago, food manufacturers understood the home and kids based lifestyle of their customers; today they struggle with the microwave and freezer based snack society. Most people nowadays know how to rustle up a tasty cheesy snack in a microwave in 90 seconds - but the recipes food manufacturers offer on their packs are stuck in the age when people always *sat down to eat*.



For retail brands, good treatment begins with crystal clear signage. Interview passengers at airports, and up to 25% claim to be 'lost' at any given time.

#### 5: HONOUR THE SECRETS THEY REVEAL

'I wouldn't mind giving people all this information on forms,' plead consumers in focus groups 'if only they just did something good with it!'

Consumers are, in general, interested in receiving ideas that reflect the tastes and lifestyles they have told you about.

All too commonly however, they provide companies with scores of bits of personal information, only to find that they receive the same offers and letters as if they were John Doe - or worse, they receive nothing at all.

*"Why do they always want my fax number? When did a car company ever send out faxes to people choosing cars!"*

MAN, 40, MANCHESTER

The companies that have honoured their data commitments are few and far between:

- American online dating agency Match.com doesn't just send its users lists of incompatible singles to choose from. Using personal information, its software *actively seeks out* people who will like each of their customers, and puts them in touch with them.
- When you check in, most hotels have no idea that you stayed with them two months ago. Not so at the Sukhothai in Bangkok. They spot repeat guests and periodically upgrade them - and all *without* insisting on their guests carrying a loyalty card.

#### 6: MAKE THEM FEEL THEY BELONG

If you own an Apple Macintosh, you've probably spent many an evening with fellow Macintosh owners talking about your machine. In the past, Apple have supplied their



Technology brands often do well in terms of performance, but then fail totally on treatment and community.

users with Apple stickers, logos, bags and even wristwatches to allow them to signal their membership of the club to other Apple users.

Buy an Apple Powerbook today, and it comes with a big cool Apple on its titanium side for everyone to see.

If only other brands were so helpful:

- How many motorbike companies write to their new owners and tell them about the owners' club and its events? Not many.
- If people fly a lot in your office, it's pretty easy to gauge the frequent flyers from their luggage tags. But which hotels do they frequent? If you've stayed at the Four Seasons on 57th Street, you want your colleagues to know about it.\*



A little local colour to a burger chain's menu can create a powerful sense of community. Here, BK Singapore offer a tasty Indonesian Rendang burger. McDonald's Thailand have scored points in Chiang Mai and Bangkok in a similar way with a 'bun' made from sticky rice.

## 7: DO SOMETHING FOR NOTHING

Smart airlines like British Airways have software that spots when their frequent flyers habitually only fly one way of a journey with them. Their system then offers them extra frequent flyer miles for taking round trips.

But when was the last time an airline offered you something with *no possible payback for them whatsoever*?

In relationships, people remember spontaneous, unexpected acts of kindness for years. The same is true for the spontaneous acts of brands.

## 8: NEVER STOP CARING

Many corporations start off with the best intentions towards their customers, but after a while, they, like couples

who have been living together for a long time, can get into a rut.

If they want to keep their relationships happy, such corporations need to keep rejuvenating what they are doing:

- Years ago, car rental companies came up with the idea of offering free-day-rental coupons to their repeat

customers. Their customers liked the idea, and so free-day-rental coupons have become the standard loyalty scheme in car rentals. The car rental companies like the scheme because it's easy to run, and cheap, because most of the coupons never get redeemed. But most of the coupons never get redeemed because there are so many legal clauses in them that many users



Glamorous shop windows are not enough to make young women connect with a fashion brand today, when competitive brands like Spain's Zara treat them with a new range of clothes *every six weeks*.

never find an occasion to use them. *They are starting to poison, rather than build the relationship.*

- Similarly with the free travel insurance that some premium credit cards have been offering for years. The credit card companies offer such policies because they are cheap. But they are cheap because the policies are now so full of get-out clauses that most consumers don't dare risk their families' lives to them, and pay for separate insurance instead. If they really believed in what they offer cardholders, the credit card companies would write to them each spring before they booked their holidays, to remind them that they are already insured. *But has a credit card company ever done this?*

**9: FIND SOME QUALITY TIME TOGETHER**

When both halves of a couple try to hold down demanding jobs, they need to schedule *quality time* together, to keep their relationship fresh.

Similarly, consumer lives are so hectic nowadays that they rarely have the time or the inclination to interact with the brands they use. But there are certain times in most brands' usage cycles when consumers are open to a quality conversation with them:

- After an accident, most consumers suddenly develop an intense interest in their insurance policies. Then is the time for insurance companies not just to assess their claim, but to talk about other areas of their customers' lives they could protect.
- When do consumers decide to opt for a healthier lifestyle? *January 1st*. Anti-smoking products already capitalise on this - but don't supermarkets?

**10: SHARE BAD NEWS AS WELL AS GOOD**

*'A friend in need, is a friend indeed.'* say consumers. It's a pity most brands don't act in this way:

- When the stock market falls, most mutual fund companies go quiet on their customers, lest they stimulate them to sell units. Virgin don't act like this. They write to their customers explaining the situation in honest terms, and their customers respect them hugely for that.
- Similarly, when interest rates fall, most marketers of savings accounts keep stumm. Not so at Britain's FirstDirect. They actively explain the options to their customers when they call in, and sometimes offer higher

interest alternatives.

*If you want consumers to trust and respect you, tell things the way they really are.*

**So?**

If there is one message from this booklet, it is that if you treat your customers like people, and make them feel like they belong with you, then they will treat you well in return. Perhaps it's a simple lesson.

*But a look at contemporary marketing suggests that few companies have yet grasped it.*

# Wunderman and the B.E.S.

FOR years, brand owners have thrown the bulk of their marketing money into recruiting new users through TV campaigns - despite massive rises in the costs of those campaigns, and despite the increasingly obvious fact that their *existing* users were not just the source of their immediate sales, but were the people who, through word of mouth, created their sales of the future too.

What they needed then, and what they need more than ever today, is a better-managed relationship with their existing users.

But relationship marketing agencies, driven as they have been by data, computers, jargon and process rather than by consumer insights, have failed to understand the subtleties of users' experience of brands, and have thus been unable to deliver that.

Today, relationship marketing is coming of age.

Wunderman has created the Brand Experience Scorecard to give relationship marketing the same qualities and depth of insight that brand positioning work has enjoyed for years.

If you would like to learn more about it, please ask your local Wunderman office for our presentation 'Let's Get Involved.'

## What is Wunderman?

Wunderman is a global marketing services company with controversial beliefs:

- ♦ It believes that the brand that matters is the brand that sits in the consumer's head, not what is written in any brand manual or PowerPoint deck.
- ♦ It believes that a consumer's attitudes towards brands are driven more by their *experience* of them than by anyone's communications activity.
- ♦ It believes that to be effective, Wunderman must seek to change consumer behaviour *directly*, rather than merely alter consumer attitudes - *change their behaviour, and their hearts and minds will usually follow*.

Wunderman uses these beliefs to create effective customer acquisition and retention campaigns combining direct, interactive, promotions, events, literature and point of sale.

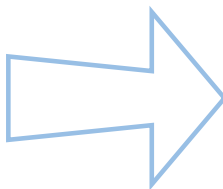
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