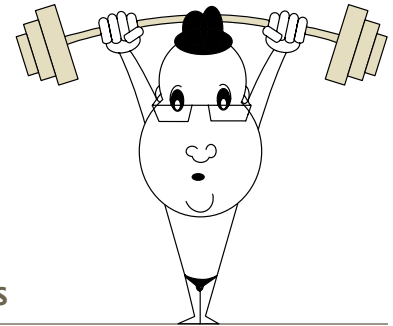


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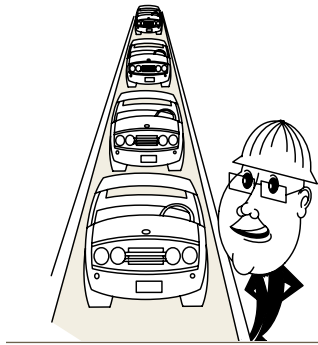


Enough is Too Much: Advertising Loses the Fat with LEAN Advertising Networks

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Enough is Too Much: Advertising Loses the Fat
with LEAN Advertising Networks



Taken from the LEAN Manufacturing
playbook, LEAN Advertising
seeks to bring the concept of
continuous improvement into the
marketing arena.

1: The Empire of the Sun Begins to Rise

In 1948 an American engineering wizard named W. Edwards Demming was sent to war torn Japan to help the Allied Powers rebuild the nation's industrial infrastructure. Dr. Demming's mission was to introduce the advanced Schewart System to those industrialists that had built the world's largest battleship, the Yamato, and the world's best fighter plane, the dreaded Zero. Up from the rubble and ashes of the Empire of the Rising Sun came a new industrial powerhouse. And a new battle cry. Instead of the screams of "Banzai!" Came the chants of "Kaizen!" ("Better and better!")

From Kaizen emerged the Toyota Production System (TPS). From TPS came LEAN Manufacturing and with it the Japanese automotive industry moved into the fast lane and never looked back.

Kaizen rebuilds a nation into a powerhouse.

The LEAN Manufacturing process advocates using less human effort, less manufacturing space, less investment in tools and less engineering time to develop the new products that start the process all over again. The result is continuous improvement.

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LEAN MANUFACTURING STRIVES TO ELIMINATE WASTE AND INCREASE PRODUCTIVITY.

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LEAN also stresses the smooth flow of production, striving to get the right things to the right place at the right time in the right quantity to achieve perfect workflow while continually improving the process and the product while maximizing flexibility. There is no "finish line" in LEAN Manufacturing.

LEAN Advertising—like LEAN Manufacturing—is not a destination, it is a journey. The road that journey travels on can be referred to as the LEAN Advertising Network. All those lines and dots and nodes and circuits and junctions and dead-ends that bring the LEAN advertiser closer and closer to a better and better way of understanding—and anticipating the unmet wants, needs and desires of their intended audiences—define the scope of the network.

As this journey to define the LEAN Advertising Network progresses, it will reveal the answers to those questions that are critical in re-defining the role of advertising in today's world.

What is the value of a customer?

What does it take to compel them to buy?

Is the marketing activity effective or wasted?

What can be done to eliminate the waste and make the advertising more meaningful to the audience?

What can be done for the advertising to provide a return on investment?

Marketing decision makers need answers, not questions.

LEAN Advertising Networks will ultimately provide the systematic innovation, quantification, orchestration, and documentation required to determine those answers on a global scale. What are your customer's preferences? What are the relationships your customers do and don't want to establish with your brand? What subjects do your customers find relevant, meaningful and engaging?

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LEAN ADVERTISING NETWORKS WILL ALLOW YOU TO ANTICIPATE THE CONSTANT CHANGE NECESSARY TO REFINE YOUR PRODUCT MESSAGING, MARKETING AND DEVELOPMENT. THESE INSIGHTS WILL BE YOUR KEY TO SUSTAINABLE COMPETITIVE ADVANTAGE AND CONTINUOUS IMPROVEMENT.
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“We need to reinvent the way we market to consumers. We need a new model. It does not exist. No one else has one yet. But we need to get going now.”

A. G. LAFLEY
CHAIRMAN AND CEO,
PROCTOR & GAMBLE

But, as you well know, the chasm between gathering data and gaining insight is vast. But now with the advent of these LEAN Advertising Networks, bridges are beginning to be built. In a survey released by CustomerSat in May of 2007 those sales and marketing executives polled admitted to having less understanding of why their customers remained loyal to their respective brands than they knew five years ago. Yet they have infinitely more customer information at their disposal. More data, yet less understanding. More facts, yet less insight. Without that insight they admit that all the data in their CRM systems is useless.

What's more, a full 71 percent of all of the sales and marketing decision makers that made up the CustomerSat survey reported that they lacked a comprehensive process for identifying which customers were lost to their competitors or which were simply inactive. And of that 71 percent, a full 68 percent admitted that they had no process or methodology in place that would afford them the means to predict how their customers would act before switching to their competitors. In other words, they were totally out of touch with their most at-risk customers without a clue as to how to stop the bleeding.

The predictive analytics inherent in the LEAN Advertising Network platform are arriving just in time. This white paper will show how four core strategies can be deployed in order to address current and future business challenges, and help you to continue the journey toward creating your company's own LEAN Advertising Network. These the four strategies are focused upon sustaining competitive advantage. They are:

1. Managing the improvement of customer value perception through continuous audience dialogue
2. Achieving continuous innovation through applied customer insight
3. Leveraging relentless creativity to grow and maintain meaningful, engaging and relevant customer relationships across multiple channels of communication
4. Achieving documented results through real-time analytics



Now you can get decision support for your most complex marketing issues with the insight gained from a LEAN Advertising Network.

2: So, What Exactly is a "LEAN Advertising Network?"

If you could go back in time—equipped with what you know now—and advantage that knowledge and insight to create the practice we know as advertising, what would it look like, what would it work like, and what would it do for you? This was the premise upon which the developers of the LEAN Advertising Network began their journey. Starting with the principals of LEAN Manufacturing as their architecture, the developers created a process of advertising that would be engineered to improve upon itself over and over and over again. The first stages of that development are currently underway.

This is what a LEAN Advertising Network application might look like in the real world. If we take a typical mid-sized package goods company that decides to run a pilot program to determine if LEAN Advertising makes sense for them, they would run it in tandem with their current marketing efforts. But, as they would with the test marketing of any new product, they would set aside a geographic area, say Pittsburgh, to put under their microscope.

The Audience Defined

The first steps would be to establish a working benchmark for the Pittsburgh DMA (designated marketing area) which is ranked 24th largest in the U.S. by population (2,881,200). The methodology for this would be to identify all of the companies customers in Pittsburgh through the firm's CRM database. From that list the company would select a sample of 5,000 respondents in zip codes that are representative of at least five socio-economic population segments. They would make contact with those respondents and incentivise them to be participants in a three month study group. Our hope would be to establish a panel of at least 1,500 respondents. That would provide the pilot with a control group of current customers.

Concurrent with that effort would be the recruiting of a second panel of 1,500 competitive product users. Both panels would be sent a questionnaire with a copy of the company's current advertising to establish the benchmarks for awareness, persuasion and memorability. In addition to these respondents, a point-of-sale promotion to engage "concerned consumers" would be launched to recruit more active respondents to be factored into the process as it moves forward.

The Product Evolves with the Process

The genesis of the application of a LEAN Advertising Network in this hypothetical pilot project in the Pittsburgh test market would be one of connectivity. Obviously the functionality of the product will be defined by how much useful information can be gained and analyzed. The first to be wired in are the respondents. This would be accomplished by a user-friendly personal "home page" on the company's website. This home page would be the principle interface for a brand community made up of all the panel members and transparent to all of the members. Unlike traditional research methodologies that tend to isolate respondents, the LEAN

Advertising Network will seek to engage them in a community setting where they can express and exchange ideas and opinions that can be monitored and utilized to gauge the involvement levels of each member of the panel.

The next area of connectivity is the media quadrant, which will endeavor to simulate the respondent's exposure to messaging in every phase of media, from highly localized email and point of purchase all the way up to web video and spot television. Some media exposures will be "real world," based upon determining the panel's current media viewing habits, and others will be simulated, placed in web programming that is based upon topics identified as being of interest to the respondents. In each case the objective will be to encounter the respondent and gain insight as to their levels of meaningfulness, engagement and relevance to the ads in question. Once those results are tabulated the ads will be altered (improved) to reflect the results and exposed to a second group of respondents for their input.

Real-Time Analytics Take Information and Give Insight

With each response the LEAN Advertising Network seeks to align customers with their commentaries to establish relative behavior patterns. Once those patterns have been established, the respondents are organized into profile tracks. From that point on, the overall response spectrums are monitored for insights and points of acceptance or rejection. These behavioral responses are then fed along with the messaging they relate to back to management for review and ultimately to creative for retooling. This process is continuous, with the understanding that there is no point at which an ad is considered finished; there is only a point at which the message begins to lose its relevance.

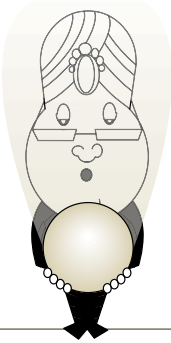
The "heavy lifting" of data sorting and response monitoring is performed by a team of subcontractors and cross-referenced for accuracy. Little is left for chance or misinterpretation.

The Outcome is Ever Changing

The developers of the LEAN Advertising Network believe that change in today's marketplace is the only constant. The LEAN Advertising Network seeks to prepare marketing decision makers for the emergence of an adaptive mode of operation in which both value proposition and messaging can anticipate change and advantage it. The realities of a world in which Adaptive Branding becomes the norm will eliminate once and for all the proposition that one approach fits all. In fact, the entire proposition of unified communication may be headed for the same place as the buggy whip and the lava lamp. Quaint, but no longer relevant.

"Advertising is fundamentally
persuasion, and persuasion
happens to be not a science,
but an art."

WILLIAM BERNBACH



Looking into your brand's future prospects becomes less of a guess when you can use a LEAN Advertising Network to gain customer insight.

3: Four Strategies that May Help Define the Future of Advertising

Following are the development of the strategies that a company like yours might use in deploying their own LEAN Advertising Networks.

STRATEGY ONE: Managing the improvement of customer value perception through continuous audience dialogue.

As stated previously, the gap between generating customer data and generating customer understanding and insight is significant. The path to attaining this knowledge lies in your ability to engage your audience in a continuous dialogue that will ultimately reveal your company's most responsive prospects, most loyal customers, and most motivated endorsees.

To identify these opportunities for future interaction your company must first provide the audience with a learning opportunity based upon those subjects that audience finds meaningful, engaging and relevant. When skillfully devised and deployed, these learning relationships encourage information and insight to travel both two and from your audience.

To reach this level of engagement and trust, your company must demonstrate over and over again that it clearly understands what is and is not of interest to your product's audience while migrating them toward the status of prospects, then customers, then satisfied customers, then evangelists. In all cases, extended customer dialogue needs to become the most important manifestation of the potential outcome of deploying a LEAN Advertising Network approach.

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THE DEPLOYMENT OF A LEAN ADVERTISING NETWORK PLATFORM HAS ONE PRINCIPLE OBJECTIVE: TO DETERMINE WHETHER YOUR COMPANY'S MARKETING EFFORTS ARE INCREASING THE PERCEPTION OF CUSTOMER VALUE OR NOT.

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A LEAN Advertising Network is not concerned with what it takes to get a customer, but rather what it takes to understand the audience of potential customers and then measure their perception of value as regards a given product or service. Obviously these metrics will change from company to company and audience to audience. However the components of engagement, product interest, intent to purchase, purchase frequency, customer satisfaction and retention can be considered a constant.

The key factor is knowing these metrics and then balancing them with a marketing investment targeted to supporting the most valuable prospects in their journey to becoming long-term customers. Once the benchmarks for value perception are set along this path, the following process can be initiated:

- a) determining what is required in order to raise the perception of value
- b) lowering the barriers to trial
- c) ultimately motivating frequent purchase

Think globally, execute locally.

To take a highly localized example, typically a multi-outlet fashion retailer will judge customer value based upon the limited metrics of total purchase, total profit and frequency of engagement. Once their home office implements a LEAN Advertising Network, everything changes.

Now the retailer can feed their prime customers into the Network and incentivise them with a series of special offers that will donate a percentage of sales to their favorite charity. (Of course, the customer must respond by indicating their favorite charity.) This then provides the retailer with an insight into what is important to this customer beyond price, style and fit and the retailer can then group his customers based upon these insights. Entire sales events can be organized around the four most popular charities. The value of the retailer to their customer is now significantly increased.

More importantly, the retailer in the LEAN Advertising Network scenario can now track the contributor segment against those who did not respond to the charity donation offer in an invitational sale on slacks. How many contributors opened their email notifications compared to the non-contributors? Which ones opened them sooner? Which ones responded with a question? Which ones left the invitation unopened longer? Which ones ignored the invitation all together? Did the contributors out perform the non-contributors? Did the charity program in fact increase the perception of value?

The retailer can then optimize offers and communications in the LEAN Advertising Network online shopping environment for individual visitors in real-time based on that feedback. The dialogue is current, the engagement is measurable, and the communication is judged in terms of relevant value perception. As the messaging is being optimized it can be expanded to wider and wider audiences.

"Immediate" makes all the difference.

The fashion retail scenario is just one way of dramatizing the fact that customer dialogue can and should be a real-time scenario. By implementing a LEAN Advertising Network, the fashion retailer was able to execute their charity strategy and analyze the results in real-time. Phone surveys, mall intercepts, focus groups and door-to-doors all take weeks to administer and gain insight from. Your LEAN Advertising Network makes every aspect of the feedback process immediate: customer dialogue, customer insight and the marketing response to that insight.

The difference between "upon receipt of our research" and "immediate" can make all the difference between ringing up the sale and sending that sale on to a competitor. A LEAN Advertising Network provides the marketing team with the visibility they need to know when customers will respond to an offer or whether to back off that offer and send it "back to the shop" for enhancement.

What a marketing decision maker may see as an expression of value in their marketing efforts your audience probably perceives as another wave of the 6,000 message-per-day marketing storm that invades their every waking hour. To the audience, a marketing message represents pressure to buy, not an expression of value.

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THE MOST IMPORTANT INSIGHT THAT THE LEAN ADVERTISING NETWORK WILL PROVIDE MARKETERS WITH IS AN UNDERSTANDING OF WHAT THE AUDIENCE WILL RESPOND TO OR REJECT.
.....

"With more countries, more customer segmentation, more media, and more distribution channels, companies and their CMO's are waging a battle with complexity."

MCKINSEY QUARTERLY
2007

For example, if a computer company has a new bundled product package (laptop, software, wireless card) and a new pricing scheme, the perception of value is critical to the margin of profit in each sale. If the customer database reflects the use of constant, real-time analytics to determine which customers have changed their value perceptions and purchase behaviors most recently, as well as those that haven't changed at all within the past year, it will know which customers are prospects and which customers have probably switched to competitors.

For instance, with all this knowledge and potentially hundreds of similar profile fields, the LEAN Advertising Network will potentially reach out to a customer that has recently changed jobs with a message about making a good first impression and offer a relevant bundled pricing plan that might take into account a higher disposable income.

If the customer responds, the next best action (or appropriate pressure) is served up. More importantly, this customer profile will be updated to show the preferred media for contact, the preferred time, and if applicable, the interactions the customer has had that did not result in sales before the new position.

Migrating prospects to the web is key.

Customer profiles ultimately developed by a LEAN Advertising Network will be updated via the Internet, to send customers to meaningful web pages (i.e. SoYouGotANewJob.com) that would be able to push valuable customers to the next best action or even the next best link for more information. LEAN Advertising Network analytics will not just limited to purchase information or email response rates.

The personalized Internet applications and micro sites of a LEAN Advertising Network can drive more interactions, higher click-through rates, and generate more valuable customer insight as a result.

STRATEGY TWO: Achieving continuous innovation through applied customer insight.

The Holy Grail of customer insight is being able to interact with customers on their own terms. Of course, the degree of transactional value of a customer depends upon their motivation to buy more often. The value of deploying a LEAN Advertising Network will therefore be determined by its ability to increase your level of engagement with your customers to increase that motivation. The customer dialogue that will be created through your LEAN Advertising Network will help your company create the kind of relevant interactions that can only be based upon the customer value that occurs before, during and after the sale once real-time analytics are deployed.

For example, if a frequent, high-value bank customer approaches an ATM during her lunch hour, the standard transaction will generally go something like this:

Response, without insight: Customer enters PIN > screen provides directions > customer takes cash > transaction over.

But if customer insight has been factored in through relevant dialogue afforded by that ATM being wired into the bank's LEAN Advertising Network, the standard one-way transaction can become a focused two-way interaction instantly.

Perhaps the bank's LEAN Advertising Network will provide the marketing department the insight to anticipate something about the customer's needs, value and recent interactions.

Response, with insight: If it is the end of the month and she pays her bills through the bank, the ATM can provide her with a friendly reminder.

Response, with insight: If her direct deposit paycheck hasn't been credited yet, the ATM can provide a concerned warning.

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WITH THE ATM NETWORK INCORPORATED INTO THE LEAN ADVERTISING NETWORK, THE BANK'S CUSTOMERS BECOMES MORE LIKELY TO ENTER INTO A DIALOGUE THAT CAN INCREASE POTENTIAL CUSTOMER VALUE THROUGH APPLIED CUSTOMER INSIGHT.

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Now what if the ATM offered to send the customer an email reminder when her next credit card bill was due to help her avoid late fees or increased interest rates? Would such a prompt be considered "too much" interaction, or a value-added benefit? By clicking "yes, please" or "no thanks," the bank would have additional insight into how much was considered too much by this customer, instantly. More importantly, the bank would be able to connect that preference to specific customers.

Response, with results: If that customer doesn't respond to the email suggestion or certain other ATM communications—then the bank's LEAN Advertising Network will know that the next offer to that customer should not replicate the previous medium of communication.

Because the bank's LEAN Advertising Network will be both *scalable* enough to grow from a zip code test to a national product roll-out and *interoperable* enough to utilize every conceivable multichannel delivery device from ATM networks to mobile phones to spot television, the bank will then know more about each customer and will be better equipped to predict what they will or will not want next and how, when and where to serve it up to them. If the bank's interactions are relevant, then the customer is more likely to remain a customer than to be offended by being "marketed to death."

This process, by which the LEAN Advertising Network is designed to provide increasingly relevant interactions, is called *insight optimization*.

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INSIGHT OPTIMIZATION GIVES CUSTOMERS INTERACTIONS WITH THE POTENTIAL TO DELIVER DATA, AND THEN TURNS THAT DATA INTO APPLIED CUSTOMER INSIGHT.
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According to one of the LEAN Advertising Network's development partners, a recent internal survey determined that by using more relevant interactions, companies have increased customer response rates by 60 percent; increased customer satisfaction and retention rates at the 98 percent level; increased profit more than 28 percent in the first six-month period of use; and in the case of one organization, generated 570,000 sales leads, representing \$4.4 billion in new business in one year.

"If it's not entertaining,
it's not worth putting out there.
People don't have time to
digest things. They just want to
get the information and get out.
People would rather laugh
than think."

ANGELA GLENN
IAPIA CO-FOUNDER

STRATEGY THREE: Leveraging relentless creativity to grow and maintain meaningful, engaging and relevant customer relationships across multiple channels of communication.

Relentless creativity is the result of agility of business thinking, constant real-time analytics, and continuous improvement. When relentless creativity is applied to the proposition of sustaining competitive advantage, it recognizes no boundaries. Silos fall, boundaries are breached, relationships go up for grabs. In the case of the genesis of the LEAN Advertising Network platform, only one criterion is being observed: What would it take to make advertising once again meaningful, engaging and relevant to an audience that had become increasingly advertising immune?

In studies conducted by the Institute for Advanced Practices in Advertising, in tandem with the University of California, the entire issue of what was meaningful to the audience of today was put to the test.

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THE OBJECTIVE OF EVERY LEAN ADVERTISING NETWORK IS FOR THE AUDIENCE TO FEEL THAT THEY OWN THE ADVERTISING EXPERIENCE.

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In order for the LEAN Advertising Network to achieve such an ambitious objective, it will have to deliver information about what the audience cares about most in life. Obviously, this information is not based upon product claims, value propositions or perceived benefits.

In the tests conducted, it was determined that 81% of our respondent audience cared most about four things:

- a) their family's well-being
- b) their financial security
- c) their own personal development
- d) their ability to have fun

If our messages lead with information on any one or any combination of these four prime spheres of influence, the audience will indeed categorize that message as meaningful, engaging and relevant.

Every channel provides an opportunity for understanding the customer.

After determining the content direction of the LEAN Advertising Network, the next step will be to determine the form factor the network would need to take to deliver on the promise of sustainable competitive advantage. Research from many different sources is confirming that multichannel marketing is consistently demonstrating increased customer relationship strength and the revenue that results from such strengths. A late October 2007 study from Epsilon has indicated that 73 percent of all companies that are using multichannel marketing approaches to some degree have experienced such strengths.

Of all the companies polled, 11 percent reported a sales lift since beginning their integration initiatives. However, Epsilon found that 57 percent or more than half of its respondents still don't have a "good understanding" of customer data available from their multichannel efforts. This lack of understanding obviously has the potential to lead to errors in judgment and misguided decision support at the least and marketing paralysis at the most.

And of the 57 percent of head scratchers in the Epsilon study only 31 percent said that they collect data at all available multichannel touch points. Managing and increasing these touch points and taking advantage of the data available to develop customer insight is a major factor in achieving the objectives set forth in the deployment of a LEAN Advertising Network.

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THE LEAN ADVERTISING NETWORK WILL PRESENT THE ABILITY TO FACTOR IN THE ENTIRE PICTURE OF CUSTOMER INTERACTIONS ON A CONTINUOUS BASIS TO AFFECT CONTINUOUS IMPROVEMENTS IN ANY GIVEN PRODUCT OR SERVICE OFFERING.
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For example, once a company works mobile interactions into the data mix, those mobile interactions have added yet another channel to ATMs, call centers, online communications, and brick and mortar locations. If only 31 percent of all companies are collecting data from these channels, the opportunity to develop insight from them is lost by almost 70 percent of those companies that remain. That provides a tremendous opportunity to gain and maintain sustainable competitive advantage.

“Advertising has spent a fortune on awards and a pittance on R & D. It’s time to reverse that trend.”

HARRY WEBBER
IAPIA CO-FOUNDER

Scalability increases understanding.

A LEAN Advertising Network, once fully deployed, can offer up literally hundreds of profile fields relevant to find out how a customer would react, and to understand why customer A is interested in product Y and customer B in product X. People cannot be matched with data offline. Rather, the complete integration of inbound marketing and outbound marketing is required in order to do this effectively.

This required two-way dialogue will only be available through a multichannel approach managed through our proposed LEAN Advertising Network that will set benchmarks, deploy meaningful messaging, gauge real-time responses to that messaging, gain customer insights, improve the messaging based upon those insights and start the cycle all over again, ad infinitum.

And from the standpoint of scalability, the proposed messaging can start in a small section of the LEAN Advertising Network as an email sent to specific IP-determined zip codes and expand and advance to highly targeted spot television media buys with hundreds of specifically edited versions for maximized engagement of an unlimited spectrum of audience segments. Your LEAN Advertising Network will ultimately allow every step in between an email and spot TV buy to be an opportunity to improve the efficiency and meaningfulness of the message to its intended audience.

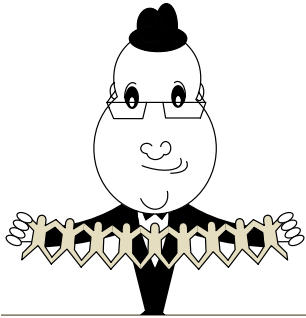
STRATEGY FOUR: Achieving documented results through real-time analytics and personalization.

It is a given that the Internet is an important source of customer insight. However, the internet goes far beyond email and on-line opinion polls. The LEAN Advertising Network will have the ability to provide thousands of consistent personalized home pages for your key customers. Your branded customer home pages will allow those customers to track their own product or service usage, send and receive spam-free email, gain or contribute extended product or service applications or usage information, share relevant information on the topics about their family's well-being, their financial security, their own personal development and their ability to have fun.

Email and contact center interactions are undoubtedly useful sources of data and documentation. But other Internet interactions through such personalized home pages will add an element of dialogue that can provide more customer-centric touch points. In businesses that have long sales cycles such as automotive and mortgage services, the LEAN Advertising Network will provide an unobtrusive way for the company to stay in touch with the customer. It will allow customers to "come to" the company when information is needed.

.....
THE LEAN ADVERTISING NETWORK WILL NOT DEPEND ON THE DISRUPTION OF AN EMAIL OR PHONE CALL.
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Second, it will provide a simple communications platform for complex transactions through the application of real-time analytics to see the channels customers are communicating through and purchasing from. By following this with an enterprise-wide commitment to collect data from all of these channels and run it through the LEAN Advertising Network, your company can craft a plan to gain the insight that shows the next best action for the right customer through the right channel and the most wanted product or service improvements and innovations needed to sustain competitive advantage, months and even years ahead of the competition.



Customers and prospects are beginning to connect via social networks. Your LEAN Advertising Network allows you to become part of the conversation.

The Time to Increase Your Knowledge of the Customer is Now.

As LEAN Manufacturing has revolutionized the factory floor, LEAN Advertising networks will have the potential to revolutionize the way those products move through the supply chain and make their way to market. The mantra of continuous improvement that started with Kaizen on the assembly lines of Toyota more than fifty years ago is now a global reality. But in order for that promise of continuous improvement to remain customer-centric, we must gain and maintain our constant understanding of the ramifications of the customer connections traditionally left to the practice of both traditional and interactive advertising methods.

Unfortunately, these forms of marketing communications fall short of what is required to keep up with the dynamics of a fast changing global economy. People are networking more than ever before and they will only become more connected to everyone else. This is due to the fact that your customers now find it much easier to connect with each other and share their opinions about your firm, your products and the services your people provide.

The time has come for you to enable those people to become effortlessly connected to you.

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YOUR LEAN ADVERTISING NETWORK WILL AFFORD YOU THE OPPORTUNITY TO SEAMLESSLY AND TRANSPARENTLY CONNECT PRODUCT, ADVERTISING MESSAGE, AUDIENCE, INSIGHT, INNOVATION AND UNDERSTANDING IN ONE ONGOING LEARNING EXPERIENCE—ONE EVER EXPANDING VIRTUAL LEARNING COMMUNITY.
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It is no longer practical to manage your business one customer at a time. In the world of today, tomorrow and next week, you have to think about the customer's friends, co-workers, family members, and anyone they might chance to meet and be influenced by in their vast social networks. These social networks are not as rational or predictable as people once were. They are prone to highly unpredictable and unprojectable behavior. To sustain competitive advantage, your LEAN Advertising Network is being designed to incorporate your brand's own social network with those of your customers, both present and future, just to remain in the game.

About the IAPIA

The Age of Advertising is coming to a close. As we enter the Post Advertising Era, new skills will become critical in mastering new technologies. The successful deployment of these new skills will become of critical importance in the global marketing of products and services.

Renowned marketing practitioners, technologists, strategists and researchers contribute their efforts to the Institute from universities, government agencies, research institutes, and private industry to collaborate in attempts to redefine the mechanisms that underlie the infrastructure of economic growth in the world of today and tomorrow.

The Institute for Advanced Practices in Advertising is devoted to creating a new kind of advertising community, one emphasizing multi-disciplinary collaboration in the pursuit of understanding the emerging issues that arise in the interaction of economic and social systems.

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ADVERTISING PRACTICES HAVE REMAINED VIRTUALLY UNCHANGED SINCE THE INVENTION OF TELEVISION.

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The Institute for Advanced Practices in Advertising has been established to define those methodologies that will motivate the consumer's decision to purchase, even as the persuasion powers of traditional advertising are in decline. Once defined, these methodologies must be taught and ultimately put into practice, universally. This is the work of the Institute.