



CODAR is a unique tool that achieves the big marketing ambition. CODAR defines and evaluates all communication activities, from top to bottom, across all contact points, within all disciplines, and related to all and any business objectives, using a single intelligent framework derived from the way communication affects people.

Marketing communication is routinely planned using differentiated tools with specialised agencies and specialised units within the marketing department, generally working to different goals and evaluation criteria, indeed different *kinds* of goals and evaluation. The nature of the evaluation then determines the focus of the effort. The result is less efficient and less effective communication planning. Fragmented approaches! And it becomes difficult to get to meaningful research and evaluation results across all activities and over time. The cost of this is estimated to run into at least £4 billions for the UK alone, or about a 10% performance factor for each brand, and impacts quality of work and learning. Most leading practitioners amongst both agencies and brands are frustrated with this and are looking for a solution.

Research by the MNP best practice group supported by the CIM and Centre for Integrated Marketing endorses an *open planning* approach. This is a fresh way to plan marketing communication activities based on both a more creative and a more rigorous approach to media and communication discipline planning and evaluation.

They recommend a universal framework for planning and evaluation that works across all communication methods, possibilities and media. Open planning following such a method represents a revolution analogous to the transformation of the electrical industry by IEEE standards or the computer industry by Internet standards. The MNP best practice group recognises CODAR as a tool that enables this, allowing true integration as opposed to parallel activities by various communication tools.

CODAR

CODAR was designed by Professor Angus Jenkinson and has a patent application filed on its simple but powerful technique. It is holistic and fractal in design and supports universal communication management, i.e. end-to-end discipline and media neutral/open planning and evaluation. (Fractal is a term coined by the Nobel Prize winning scientist Mandelbrot to refer to structures that replicate to increasing levels of detail, the whole reappearing in the parts, a phenomenon common in nature and key to Chaos Theory).

Thus CODAR is an application that enables each and every marketing communication activity to be planned and evaluated using the same core framework. It based on a profound understanding of people, marketing communication, and planning and evaluation methodology. It is recipient, not media or discipline-based.

Brands use CODAR to optimise the planning and evaluation of work with their cohort of agencies. Agencies use CODAR to clarify the client brief and to benchmark the work they do across different projects and potentially different clients. Media agencies can use CODAR to upgrade their media planning tools.



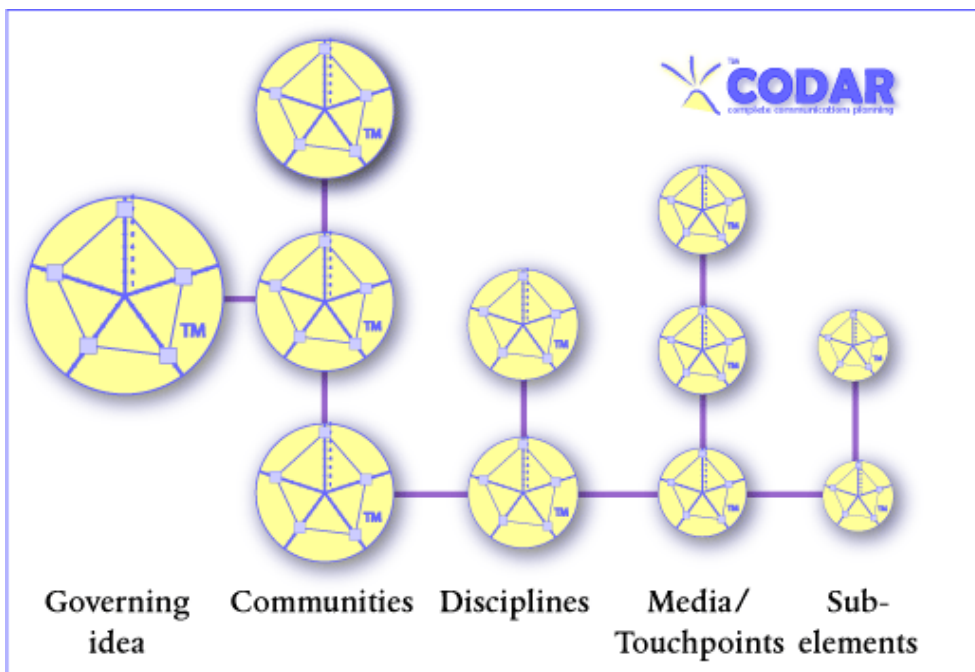
Advertising
Ambient
Analyst briefing
Brochures
Communication research
Customer experience
Customer research
Design
Direct marketing
Email
Employee briefing
Employee events
Employee research
Events
In-store promotion
Internal marketing
Mail
Mass communication
One-to-one
Outdoor
Packaging
Posters
Press briefing
Phone
PR
Retail environment
Sales call
Sales promotion
Service
Sponsorship
Telemarketing
TV
User manual
Web page
Website
Anything

The CODAR architecture and its benefits

A cauliflower shares the property of many natural forms: break off a floret and you have another smaller perfect cauliflower. Break a floret off the floret and the pattern continues. Indeed, you can continue until the floret is too small to see properly. This fractal quality means that the design concept of a cauliflower is repeated at all scales.

CODAR does the same thing, using good empowering science to create a platform for holistic and fractal creative planning. It draws on decades of marketing communication practice and psychological theory. The CODAR architecture provides users with the ability to:

- Define an overall CODAR positioning for the brand. CODAR is a powerful positioning tool, and can be supplemented by Stepping Stones' Clover Leaf value design tool.
- Define an overall business-related goal for the project, such as market share, brand or customer equity. Then develop an open, media neutral brief using CODAR (a template brief is available) that can be provided to every and all agencies.
- Develop an hierarchical but fractal communication project structure: consisting of master communication objectives with multilevel subsidiary communication objectives and activities across any and all disciplines and media (the CODAR concept of a medium is anything that conveys a message) contributing to the overall plan. This might be flexed for different communities (customers of different kinds, prospects, employees, channel partners etc).
- Develop communication priorities and objectives for each communication activity, from the master plan to the lowest level communication activity, based on a single powerful framework of planning dimensions, known as the CODAR signature, see below.



The CODAR design allows a unified planning framework for all communication. This also helps with evaluation and econometrics.

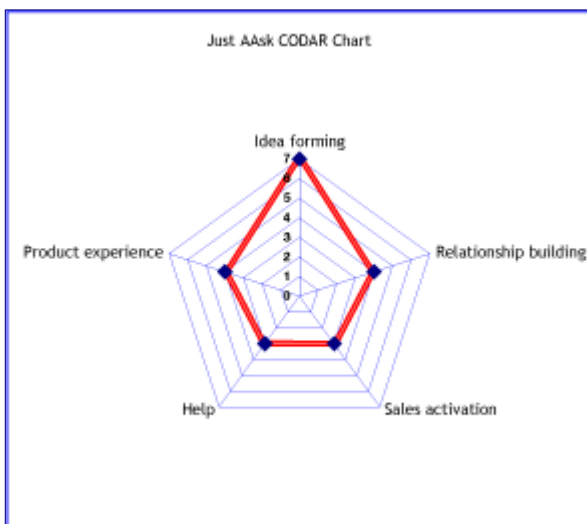
- Develop a set of measurable objectives for each planning dimension, defining what constitutes 100% successful accomplishment.
- Define the relationship between lower and higher-level communication activities, such that the contribution of each communication activity to the overall plan is clear

- Develop an optimised discipline and media plan using open planning optimisation tools, in partnership with media planning agencies/consultants if appropriate
- Develop a benchmark and econometrics tool and a learning and knowledge management system with powerful search and enquiry tools for marketers. Use these to improve future planning and optimisation.

The CODAR signature

CODAR uses five dynamic and inter-dependent planning dimensions to plan and evaluate any communication. This same framework is used from master level (e.g. global brand positioning) to fine detail (e.g. a banner ad). The CODAR planning dimensions are:

1. Idea forming, referring to the communicator's objective of influencing the ideas, associations and thinking of the communication recipient, for example about the brand or a particular project or product. This is therefore primarily a cognitive planning dimension.
2. Relationship building, referring to the objective of causing the communication recipient to feel him or herself connected through some form of relationship with the brand or its representatives. Examples might be the feeling of affinity with the values of the brand or culture, trust or appreciation, the sense of being personally recognised and appreciated, gaining accessibility to the communicator or brand, feeling a sense of belonging to some privileged or special group, involving the brand and its products more in everyday life, and others. This is therefore primarily an affective planning dimension.
3. Behaviour/sales activation, referring to the objective of causing an intentional or actual behaviour change by the communication recipient, for example sales activation, sales enquiry or commitment to behaviour change. This is therefore a conative-planning dimension.
4. Help or service support, referring to the objective of providing required help or support to the communication recipient, for example in the form of information about a product or policy or help in a process. Here the objective is to reduce anxiety and generate the feeling of being cared for.
5. Product, service or environment experience, referring to the objective of giving the communication recipient an experience, whether actual, such as in a product trial, or imaginal, such as through a virtual, visual or verbal representation of the subject or product. Here the proposition is that it is difficult to agree to a proposition unless it and its consequences can be imagined.



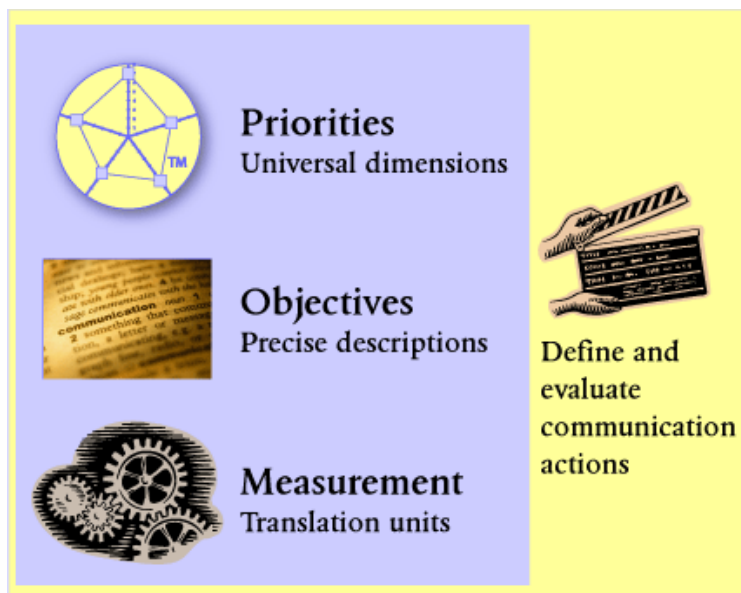
The AA's previous communication, based on the endline The 4th Emergency Service, proved dysfunctional, ignoring over half the brand's revenue lines, including insurance. A brand relaunch based on a more coherent proposition (the AA rescues you from uncertainty) summed up in the icon Just AAsk had these CODAR objectives.

Each of the five CODAR objectives or dimensions is present to some extent in every act of business-oriented communication. However, the relative priority and specific objectives of each element will vary from communication to communication.

It is the process of selecting the relative priorities (represented on a radar chart) and specific content of these objectives and subsequent evaluation of performance against them that constitutes the core of the process and tool.

The scores assigned to each communication at the planning and evaluation stage represent the communication's CODAR signature and each communication can then be compared with any other as to the balance of objectives.

Along with these scores, communicators provide precise descriptions of the objectives, define successful performance in relevant units, and specify the planned contribution related to budget of the activity. It is therefore possible to define a planned score or performance level and subsequently calculate the actual score or performance level for each and any communication of any type.



Media, discipline and communication optimisation

CODAR can be used in conjunction with media planning agencies (or own tools) to optimise media schedules (where again media means anything that conveys a message to a recipient). This is achieved by including the CODAR dimensions in the parameters of a media-optimisation tool and developing a benchmark of actual performance for given audiences.

Research agencies can be briefed to develop instruments based on the CODAR instrument to assist with planning and evaluation. For example, they can research audience communities and identify their communication preferences and needs. What do they think and feel about the brand? How do they relate to the brand and what relationships, help, service or product experience do they want? How does this compare with other category brands?

By collating all communication projects into a database, econometric modelling and benchmarking is possible. This can identify optimum strategies for future communications: CODAR signatures, communication channels (i.e. discipline and media combinations) and spends can all be benchmarked and evaluated.

CODAR also provides the basis for a knowledge management system. By storing all communication project files with their CODAR signature, CODAR provides a powerful search dimension for inspiration for future work

Why use CODAR?

- It is simple. Yet you get to profound insights about your communication objectives and how they will contribute to more sales and brand and customer equity.
- It is much more effective in terms of both precision and creative opportunity.
- Every agency including PR and research companies can provide solutions. Therefore it is possible to brief all agencies on a neutral basis during communication project planning.
- It covers every aspect of the customer or other stakeholders' interactions with the brand. It recognises that every medium/Touchpoint has multi-dimensional capability that need to be tailored to circumstance and creative use. Therefore you use media/Touchpoints more effectively
- This also means that it can be used for internal briefing for internal communication centres, such as call centres, service personnel and sales people.
- It provides more open and precise internal agency brief to creatives.
- It provides an effective evaluation tool when assessing agency propositions or pitches.
- It is easy to translate into a research instrument for planning and evaluation.
- It provides a corporate-wide performance database for econometric analysis that provides genuine like-for-like accountability, learning and insight.
- Use it hi-tech or lo-tech!

CODAR validation

For further information, contact the Centre for Integrated Marketing. According to this research, CODAR may be uniquely effective in planning integrated communications and has been acknowledged by senior marketers as an important media neutral/open planning tool.

For further information, visit the web site, www.IntegratedMarketing.org.uk