real-time MARKETING for Business Growth

How to Use Social Media, Measure Marketing, and Create a Culture of Execution

Monique Reece

Foreword by Ken Blanchard
Real-Time Marketing for Business Growth is an important book. Those of us who have been in business for a while know that business growth is rarely the result of one miraculous strategy or tactic. It’s a series of small things that guide a business in upward growth. That’s what I like about this book. It teaches people how to combine time-tested business concepts with new marketing tools and strategies. The result is an efficient and effective process to develop a plan—a roadmap for growth and success for your business.

This book presents marketing in an entirely new light. It highlights some of the problems in sales and marketing that have persisted for decades—and how to fix them. It shows companies how to organize around customers instead of products, and the need for companies to break down the silos between marketing, sales, customer service, and other teams to more effectively fulfill customer needs. It shows companies how to create a thriving culture that respects customers and employees—both of which are stakeholders.

This book was written for people like me—and most of you, I imagine—who are looking for something new in marketing. New and experienced entrepreneurs, marketers, and CEOs will find this book full of fresh new insights, including how to measure marketing and how to use social media to build customer relationships. Most importantly, it provides a process for writing a marketing plan—and smart business leaders know that the key to successful business growth is business planning. Monique teaches you a real-time planning process that keeps pace with change. It’s a flexible, collaborative, and measurable process so your plan is a living, breathing operational document to help the entire business execute strategy and continuously improve.

Real-Time Marketing for Business Growth explains marketing in simple terms that can be understood by any business owner. This is not to say that this book oversimplifies. In fact, I have never seen a more comprehensive explanation of marketing. Many books deal with marketing as a tactic. This book presents marketing holistically through the P•R•A•I•S•E Marketing Process, which is a new paradigm that takes a fresh look at marketing planning. The plan it produces can make a company “market smart” and improve profitability. How could it do anything else? To me, the most important concept I’ve ever taught is about praising—catching people doing something right. So I certainly would love a P•R•A•I•S•E Marketing Process.

There are four aspects of this book which I feel are unique in the field of marketing. First of all, Real-Time Marketing for Business Growth integrates culture throughout the marketing process. It starts with defining your company purpose, and I have always
believed that a compelling vision and strong core values are the basic foundation of any business.

I know from experience that a healthy, thriving culture is woven into the fabric of every successful business. Companies that foster a thriving culture create a strong internal brand and that is the secret to creating a powerful external brand. This book will show you how to create happy, engaged employees—who in turn create delighted, engaged customers who become “raving fans.”

Second, I like the fact that Real-Time Marketing for Business Growth simplifies and clarifies what can be a complex subject. The One Minute Manager series of books is focused and simple—and I have received considerable feedback that this is a powerful way to teach. Since I have made it my life’s work to take the “BS” out of the behavioral sciences, I can relate to the power of simplicity when you want the learner to get full value from a book. Monique Reece has taken the “BS” out of the marketing planning process. Thankfully, this book avoids technical terms when possible and explains them when necessary.

Third, this approach focuses on customer experience and how to build customer loyalty. This is accomplished through ongoing real-time feedback from customers. I’ve often said that “feedback is the breakfast of champions.” You’ll get fresh ideas on how to attract new customers, retain them, and grow your relationships with them. This transforms customers into evangelists for your business—which of course increases profitability for your business.

Serendipity is the fourth fresh quality of Real-Time Marketing for Business Growth. Akin to luck, serendipity lets us know that there’s a force greater than ourselves. Serendipity within the research step, for example, can reveal insights that dramatically influence the way a company chooses to market itself. And in a world that changes constantly, businesses must always adapt and change. I believe, as Monique does, that you should put your antennae up. If you are looking for something to happen, you’ll get it.

Anyone wanting to increase profitability and reach a wider audience should venture through the P•R•A•I•S•E Marketing Process. It’s a journey that can lead you to your greatest achievements. Thanks, Monique. All aboard!

—Ken Blanchard
Coauthor of The One Minute Manager and Leading at a Higher Level
Introduction

Predictable, profitable business growth is not as hard as you might think. Business growth is rarely the result of one miraculous strategy or tactic. It’s the culmination of several small things that guide a business in upward growth. Sustainable business growth is also the result of business planning. Even though this fact is substantiated by countless studies and respected business leaders, most businesses don’t have an operational marketing plan that is used daily to guide decision making, interactions with customers, and processes for people to collaboratively execute.

This book will show you the most effective way to create continuous, profitable growth. It combines timeless marketing concepts with many new marketing tools and strategies to provide you with the most efficient way I know to create a market plan—a roadmap for growth and success for your business.

You will learn a proven process that entrepreneurs and business professionals have been using for well over a decade to create significant success in their businesses. As an entrepreneur, marketing executive, and professor, I have helped business leaders launch and grow their companies for over 20 years, and I understand the challenge of finding time for business planning. That is why I made it a mission to develop the most efficient and effective method of planning that I possibly could.

Business owners are overwhelmed with information and the need to adapt to a constantly changing global market place—these factors highlight the need for business planning more than ever. How do we quickly assimilate and adjust strategies to respond? The answer is to apply a new way of planning that is in real-time and has execution built into the process. Planning and execution must be tightly integrated to occur not as an event or annual process, but part of day-to-day operations.

It’s also time to fix the problems in sales and marketing that have persisted for decades, such as how to make marketing more measurable, organizing the company around customers instead of products, and breaking down the silos between marketing and sales teams to sell more effectively to customers. Marketing must also be flexible to integrate the latest marketing tools, social media, and online marketing strategies.

This book is written for CEOs, entrepreneurs, marketers, and sales professionals who are looking for a new, yet proven method to create business growth. This process and framework have been used to develop hundreds of marketing plans for companies in consumer, business, non-profit, retail, and manufacturing industries. Companies of all sizes and stages of maturity have used this process to increase revenue, profitability, and discover new business opportunities. Start-ups have used the planning framework as a
feasibility study to test a new business idea or launch a new company. Fast-growing businesses use the process to grow at triple-digit rates. Even companies that have been in business for several decades have reaped tremendous value by developing a plan that keeps pace with customer needs in an ever-changing business climate.

In short, the process is flexible and proven to be successful. If you’re tired of the same old marketing and business strategies and ready for growth, read on.

Imagine

A New Way of Marketing......

...in Real-Time

Eliminate the sacred and inefficient annual planning process and replace it with real-time planning that keeps pace with change. Use a process and tools that are flexible, collaborative, and measurable so the plan is a living, breathing operational document shared across the organization to help the entire business execute strategy and continuously improve.

...Improves Execution

Research proves that 90 percent of a company’s strategy is not executed. Business planning cannot be disaggregated from execution; businesses need a planning process with execution built in. Learn how to create a culture of execution that is accountable and measurable.

...Makes Marketing Measurable, Predictable, and Successful

Introducing the ROI Optimizer, an industry-changing process that links and optimizes the entire demand chain so marketing and sales programs achieve increased levels of measurability and success. You will learn how to accurately predict the return on investment of sales and marketing programs by linking them to revenue goals, product and service forecasts, sales channels, and target market segments.
…Integrates Proven Concepts and Best Practices with New Tools

Even best practices need updating to reflect today’s market realities.

Integrate best in class business tools like the Balanced Scorecard and strategy fundamentals from leading business experts into your plan. Combine proven marketing strategies with innovative new tools and techniques to target elusive buyers.

…Improves Customer Experience and Lifetime Value

Learn the easiest, most consistent way to create profitable business growth. Get fresh insight on how to attract new customers, retain them, and grow customer lifetime value. Learn how to create customers who are evangelists for your business and create increased levels of customer loyalty and profitability for your business.

…Develops Company Culture into Marketing’s Secret Weapon

As former IBM CEO Lou Gerstner said, “Culture isn’t part of the game. It IS the game.” A thriving culture is woven into the fabric of successful businesses. Throughout this marketing process, you will learn how to create happy, engaged employees—who in turn create delighted, engaged customers. Businesses that foster a thriving culture create not only a powerful brand, they are proven to have substantially higher profits—up to 50 percent more—than businesses that don’t.

…Innovates Using Social Media and New Media Marketing

New media tactics are rapidly beginning to overshadow, and in some cases replace, more traditional media channels. Build an integrated marketing plan that uses new media like search engine marketing, email marketing, viral marketing, social networking, and blogging. Learn how these tools will help you generate new leads as well as improve customer relationships and your company brand.

…Inspires by Producing Fast Results

Entrepreneurs and marketing and sales professionals aren’t looking for “fill in the blank” exercises to help them run their business. Nor do they want to wade through long theoretical explanations of strategy. They need to know how to execute real-time marketing into a business plan that gets results. Learn a six-step process that provides your business with the fastest and most efficient method to create a plan for business growth…and lifelong skills that can be used to continuously improve your business.
In Summary

The P • R • A • I • S • E™ Marketing Process will introduce you to a new way of planning. It will help you continuously understand and respond to a constantly changing global marketplace and ever-evolving customer needs. Learn to innovate and optimize your go-to-market strategy, link planning to execution, and measure results so your business will continuously grow and improve.

“A fool with a plan can outsmart a genius with no plan.”
T. Boone Pickens

Decision-Making Framework

This book is organized in sections according to each step in the P • R • A • I • S • E™ Marketing Process (Purpose, Research, Analyze, Implement, Strategize, and Evaluate). Each step provides a decision-making framework that guides you to summarize your actions and decisions (see Figure I.1). Here’s a quick summary of what we will cover in each section:

**Purpose:** Your company mission, vision, and values will define the direction for your business. You will define specific goals in several strategic areas and your marketing plan will be written to achieve these goals. You’ll also create a situation analysis and SWOT analysis.

**Research:** The work you do in this section will lay the foundation for the rest of your plan. This part of the process may take you the longest, but it is the most important so don’t skip it! The results are an understanding of customer wants and needs, customer segmentation, a definition of your target market, and a competitive analysis. You will also gain a deep understanding of the market forces impacting your industry. All of this information will be used to develop your strategies later in the process.

**Analyze:** In this section you will analyze research findings, distribution channels, and pricing to discover new product and service growth opportunities. You will also analyze competitors, market trends, and customer insight to identify new areas for business growth and improve customer experience.

**Strategize:** You will apply everything you have learned to develop a sales plan, marketing objectives, and marketing strategies. You will develop a positioning statement that differentiates your business and develop customer, target market, competitive, product, price, promotion, distribution, growth, and innovation strategies for your business.
Implement: You will learn how social media and other types of digital media can help you create brand awareness, drive leads, and engage customers. You will learn how to develop a tactical plan that defines the sales and marketing programs, timeline, budget, and resource needs. Apply these processes and methodology to improve execution, ROI, and sales for your business.

Execute and Evaluate: The “E” in P•R•A•I•S•E stands for Execute and Evaluate. You will identify critical metrics to track and evaluate strategies, and learn how to use the ROI Optimizer to measure and improve the results of marketing and sales programs across your entire demand chain. You will learn how to integrate marketing with operations and learn 10 principles that will improve your company’s culture and ability to execute.

Real-Time Marketing

Creating a marketing plan takes more time to develop the first time, but once it’s written, it is much easier to update in real-time and keep it fresh. A good analogy is having a goal of getting fit. If you are out of shape, the first few weeks are tough. You can’t delegate “getting in shape” to someone else; you have to do the push-ups yourself. But it becomes easier over time, and once you’re in shape, it is much easier to stay that way. The same is true with your plan. Once it is developed, it is much easier to keep it current—and your business is in good shape to respond to changing market conditions.
How will the plan be measured and evaluated to continuously improve strategy and execution?

How will I position and differentiate my brand? What strategies will create great results? How do I update them in real time?

What social media and other digital media options are the most effective? How will I select, measure, and improve the effectiveness of marketing, and sales programs?

Does my vision inspire and motivate? Do our values reflect the behavior we wish to see in employees, partners, and other stakeholders?

Why do customers buy and how profitable are they? How can I find new customers and grow profitability? What market and competitive factors impact revenue and growth?

How will I price and distribute my solutions to maximize the opportunity? How will I create new value and customer experiences to respond to changing markets and buyer preferences?

**Figure I.1 Decision-making framework**
What Is Purpose and Why Is It Important?

If people understand where the company is headed (vision), what the company stands for (mission), how they will work together to get there (values), and what must be accomplished (goals), then the strategy to get there can be understood and executed.

These four elements will ultimately define your company culture, the kind of people you hire, suppliers you work with, how you treat your customers, and even the quality of the customers you attract. Ultimately, it is the best way you can create a solid foundation for your business that will set the compass in the direction you intend.

If you are an entrepreneur, your purpose is further refined by the reason you started your business. It’s the passion, vision, and opportunity that inspired you to start the company. Company purpose is unique to every entrepreneur, just as personality is unique to every person. The goal in defining your purpose is to get clarity about what business you are in, how it is unique from others in the market, and the value you provide to all your stakeholders. A business does not exist solely to make money (although that is a nice goal). A business exists to provide value to customers who buy its products and services. If you focus on providing extraordinary value to customers, this alone can drive success.

Just to be clear, this section of your marketing plan is not about “fluff.” Most of us have been in strategic planning sessions (or have worked at companies) in which considerable time was spent drafting mission statements only to wonder about the significance of what was really accomplished. And surely as a consumer, you have had an experience where you observed a mission statement displayed prominently on the wall of a business only to discover the words in the statement were anything but your experience with the company.

Purpose-Driven Companies Make Higher Profits

If you want higher profits, have a purpose. Writing this section of your plan will increase profits while also creating a business that is more fun and meaningful for you, your employees, and your customers. Companies that clearly define their mission, vision, and guiding principles, and communicate this consistently across the organization, have significantly higher profit per employee than companies who perform poorly.
Success Profiles, a performance management company, studied 600 businesses and found that the average profit per employee in the survey increased from $7,802 per employee to $27,401 in companies that make this a best practice in their organization.

If you think things like mission, vision, values, goals, culture, and company purpose are merely “soft,” nice-to-have attributes for a business, this fact alone should change your mind.

As the leader driving the development of this important effort, you have the opportunity to create the experience people have with your company. If you are the company founder, you will develop the mission, vision, values, and goals to inspire your employees. If you are a marketing or strategic planning executive, you will have the opportunity to drive this process and communicate the messages in unique and creative ways so they are understood and integrated into the company culture. You will facilitate this important assignment and communicate the messages in your internal company brand campaign. As you will learn in the chapters that follow, an internal brand campaign is as important as your external campaigns because it inspires the actions and behaviors that ultimately become part of your brand.

We will explore several examples of companies that have done an exceptional job of defining their purpose. We will also look at a few special companies that have taken the road less traveled to create a company where company purpose is THE distinct competitive advantage for their company. Author Jim Collins defines the characteristics of companies like this in his book *Good to Great*. CEOs like Tony Hsieh of Zappos and Kimberly Jordan of New Belgium Brewery run companies powered by purpose.

Create Raving Fans

While hundreds of companies are beginning to embrace the concept of a purpose-driven organization, these companies tend to be the exception, rather than the rule. I find this surprising given the fact that not only are these companies adored by their employees and customers, but they also *deliver consistent profitability and return to their shareholders*. Perhaps I am oversimplifying this concept, but when you have a choice to run a great company versus a mediocre company, *why not* create a great company? Not only will you have more fun; but you will create loyal employees and customers who are “Raving Fans.”

Section One: Purpose
Raving Fans, the title of a book coauthored by Ken Blanchard, describes customers who believe so much in a company’s people and products that they actually become a part of the sales force. The way to create customers who are raving fans is to first treat your employees with great care and respect. If you do this, they in turn will care for customers. The result of creating raving fan customers, being the employer of choice, and the investment of choice is a “triple bottom line.” As Blanchard is famous for saying, “Profit is the applause you get for taking care of your customers and creating a motivating environment for your people.”

Blanchard not only writes about companies with extraordinary purpose, he runs a company that lives by these principles every day. As Chief Spiritual Officer of The Ken Blanchard Companies, Ken Blanchard’s role is to lead others at a higher level. He not only does this in his organization, but he also teaches other companies to embrace this concept. If you don’t think this concept is important, especially in tough economic times, read on to see how Blanchard handled a difficult choice in our last recession during the period of time immediately following the 9/11 tragedy.

When Employees Leave at Night, So Does Your Business

In the first thirty days following 9/11, the Blanchard Company lost $1.5 million. During the economic downturn that affected most companies at this time, Blanchard was losing between $350,000 and $400,000 a month. He did not lay off people or shutter the business (as many other businesses did) because he said it would be the wrong thing to do. Instead he said, “Here’s the deal. This is what we’ve got to do. Let’s break into task forces and look for ways to cut costs and increase sales. Let’s see how we can all pull together.” Employees responded by agreeing to cut their salaries and stop paying into the 401k. If people quit, it was agreed that they would not be replaced.

As Blanchard observed the sacrifice his employees made, he declared that when they pulled out of the slump, he would take everyone to Hawaii. In February of 2005, he followed through on his promise and took 350 people to Hawaii for a celebration.

When Blanchard discussed his decision to handle a crisis in this manner, he said, “You know, without your people, you are nothing. That is the biggest leadership mistake most people make. They think people and results are an either/or proposition rather than a both/and proposition. At the end of the day, when everybody heads home, your business just left. So leadership is about your people. If you turn around and nobody is following you, you are probably not leading.”
The result of a purpose-driven, triple-bottom-line company is a concept Blanchard calls the “Fortunate 500.” What I love about this concept is that the meaning of business success is redefined. Companies in the future will be successful not by their size, but by the quality of service offered to customers and the quality of life experienced by employees.

**Company Purpose: Intentional or Dysfunctional?**

This is what makes a purpose-driven company so unique: *The words in mission and value statements are supported by actions that drive behavior.* Company culture is ultimately (and simply) defined as “the way things are done around here.” As actions and behaviors define the culture of a company, it would be wise to do this in a purposeful way. Companies that don’t pay attention to culture or view it as unimportant will by default create an atmosphere that could be described as “dysfunctional.”

If you have a company that has been in business for several years, it will be helpful to reflect on what your purpose is today and what you intended it to be when you started it. An important part of the marketing planning process is reflecting on past results and taking a series of small incremental steps to improve based on the new knowledge acquired throughout the process.

If you have already defined a vision, a mission, and values for your company, ask yourself if they are still relevant or if they need to change. Ideally, a company’s mission and value statements stand the test of time; however, if you feel the statements do not accurately reflect where you are going today, now is the time to change them. The first few years of an entrepreneur’s business tend to evolve opportunistically; therefore, it’s extremely valuable to step back and evaluate whether your businesses is heading in the intended direction. Ask: “Have I communicated my company purpose so everyone understands where we are headed and why?” If not, this is your opportunity to create a solid foundation for the business. The future success and growth of your business depends on its purpose, so take time to complete this important first step in the planning process. As your marketing plan develops, you will see that purpose drives your marketing and business strategies.
Index

Numbers
3M, culture of innovation example, 199
80/20 rule, 32

A
Abercrombie and Fitch, viral
marketing example, 262
accountability in culture of execution, 321-322
acquisition as growth strategy, 189
activity-based cost, 51
Adobe, new markets example, 191-192
advertising exchanges, 229
advertising spending statistics, 214
advisory boards, customers on, 172-173
affiliate advertising, 228
airline industry, poor customer experience, 64
alliances/partnerships, 139-140
as growth strategy, 190
Alltop, 102
Amazon
affiliate advertising, 228
distinctive delivery example, 118
long-tail business model example, 197
analysis
business expansion, 106-107
disruptive innovation, 110-113
distribution channels
channel conflict, 137
checklist for, 137-138
evaluating, 130-132
real-time channel development, 133-135
selecting, 129-130, 136
types of, 131-132
elements of, 105
evaluating, 297
pricing strategy, 121-124
factors affecting, 122
mapping customer value to, 122-124
objectives, 121-122
training industry example, 124
revenue/cost analysis, 127-128
social media strategy, 256
strategic alliances/partnerships, 139-140
substitute products/services, 108-109
value creation process, 114-120
analyst firms for real-time research, 102-103
Analyze stage (P•R•A•I•S•E Marketing Process). See analysis
Anderson, Chris, 197
Andreessen, Marc, 63
Andretti, Mario, 211
AOL, customer service example, 170-171
Appel, Joel, 58, 69, 135
Apple
  customer advisory board example, 173
customer-centric example, 324
flank strategy example, 186
preemptive strategy example, 187
applications for mobile devices, 232-233
Arizona Iced Tea, 181
Arm and Hammer
  broadening potential market example, 115
  primary research example, 94
art and science of strategy development, 208-209
Artful Frame Gallery, customer buying reasons example, 66
attack strategy, 185-186
B
B2B (business-to-business) target markets, 74
Balanced Scorecard (BSC), 33, 298, 308, 311-312
Barnes and Noble, long-tail business model example, 197
Beckham, Daniel, 282
Bedbury, Scott, 27-29, 162
Best Buy, viral marketing example, 261
Blanchard, Ken, 4-5, 23, 95
blogs, 251-252
  real-time research with, 102
Blue Ocean Strategy (Monbourge and Chan), 111
Bodet, Tom, 164
bookmarking, 250
Bossidy, Larry, 313-316
bottom-up analysis in ROI Optimizer, 305-306
brand equity, 159-161
brand essence, 159-160
designing, 162-165
brand innovation, 195
brand personality, 159-160
designing, 162-165
brand positioning in social media strategy, 257
brand roadmaps, Mike Moser interview, 163-165
brand strength of purpose-driven companies, 27-29
brands
designing, 162-165
ingredient branding, 153
Mike Moser interview, 163-165
positioning strategy, 154-155, 157
  brand influence factors, 157
  characteristics of success, 158
  creating positioning statements, 156
  elements of positioning statements, 155-156
  examples of positioning statements, 157
types of, 154-155
worth of, 159-161
Branson, Richard, 196
break-even point, evaluating, 297
brewery example, purpose-driven companies, 25-26
BrightHouse, culture of innovation example, 199
Brooks, Todd, 183
BSC (Balanced Scorecard), 33, 298, 308, 311-312
budget statistics, 215
budget worksheet for tactical plans, 275-276
budgets
- basis for, 291-292
- evaluating, 297
- value-based marketing, 292-293
Burger King, Web site interactivity, 222
Bush, George W., 63
business case for changing corporate culture, 319-321
business expansion, analysis of, 106-107
business models
- customer engagement business model, 175-176
- long-tail business model, 197-198
business value, 110
business-to-business (B2B) target markets, 74
Butler, David, 182-184
buyers, broadening potential market, 114-115
buying, determining reasons for, 66-68
buzz marketing, 261
- pranksters, 261-262
- in presidential elections, 262-264
C
- calendar worksheet for tactical plans, 275-276
- Campbell’s, market penetration strategy example, 152
- car rental industry, poor customer experience, 64
- Chan, Kim, 110-111
- channel conflict, 137
channels
- channel conflict, 137
- checklist for, 137-138
- evaluating, 130-132, 297
- as growth strategy, 190
- real-time channel development, 133-135
- selecting, 129-130, 136
- types of, 131-132
Charan, Ram, 313
Chief Marketing Officer (CMO) Council, 214
Christensen, Clayton, 75-76
Citizen’s Bank, customer experiences, 61
Clark, Dick, 279
Clinic Service Corporation
- mission statement, 6-7
- positioning statement example, 157
CLV (customer lifetime value), 51
CMO (Chief Marketing Officer) Council, 214
Coca-Cola
brand equity of, 159
“designing with a purpose,” 182-184
Facebook example, 246
cocreaters, customers as, 174-176
Cohort, market segmentation
example, 79
collaboration
between sales and marketing, 283-284
on CRM, 286-288
Collins, Jim, 146
Colorado ski resorts, brand personality
example, 160
commitment to core values, Zappos
example, 14-16
communication
in culture of execution, 325-326
of values, 23
communications industry, poor
customer experience, 64
company culture, 12
customer-centric culture, creating, 57-60
employee turnover statistics, 20
Ritz-Carlton example, 17-18
employee training program, 18-20
in social media strategy, 259
Zappos example, 12
commitment to core values, 14-16
customer service, 13
company culture assessments, 298
company culture of execution,
creating, 319
business case for, 319, 321
communication, 325-326
customer-centric service, 323-324
employee recognition, 324-325
integrity, accountability, trust, 321-322
Larry Bossidy interview, 313-316
leadership by example, 321
linking planning and operations, 326
marketing as state of mind, 327
performance feedback, 325
vision, 322-323
company culture of innovation,
encouraging, 199-202
company purpose
culture, 12
customer-centric culture, creating,
57-60
employee turnover statistics, 20
Ritz-Carlton example, 17-20
in social media strategy, 259
Zappos example, 12-16
customers as raving fans, 3-4
elements of, 2
employees as heart of business, 4-5
evaluating, 295-296
intentional versus dysfunctional, 5
mission statements
elements of, 6
examples of, 6-7
as inspiration, 7
profits and, 2-3
values
behavior, effect on, 11
commitment to, Zappos example,
14-16
communicating and executing, 23
defining and prioritizing, 21-23
evaluating, 295
measuring, 23
personal and professional values, relationship between, 11
vision statements, 8-10
corporate culture. See culture
costs
 fixed costs, 127
 variable costs, 127
CRM (customer relationship management), 55
collaboration on, 286-288
strategy implementation, 55-56
Crocs
 acquisition example, 189
 mass market example, 151
crowdsourcing, 195
Cru Vin Dogs, passion example, 30-31
cultural information, researching, 92
culture, 12
customer-centric culture, creating, 57-60
employee turnover statistics, 20
Ritz-Carlton example, 17-18
employee training program, 18-20

competitiveness advantage. See also differentiation
with disruptive innovation, 110-113
training to maintain, 288-289
value creation process, 114-120
competitive research
 tracking competitors, 87-89
types of competitors, 86-87
competitive strategies, 185-188
attack strategy, 185-186
defensive strategy, 186
flank strategy, 186
preemptive strategy, 187
retreat strategy, 187
risks of success, 188
substitute product strategy, 187

contests, Netflix example, 174-175
Converse, customer experiences, 61
Cook, Scott, 53-54
core messaging, 164
core values
 behavior, effect on, 11
commitment to, Zappos example, 14-16
communicating and executing, 23
defining and prioritizing, 21-23
evaluating, 295
measuring, 23
personal and professional values, relationship between, 11

company values
 behavior, effect on, 11
commitment to, Zappos example, 14-16
communicating and executing, 23
defining and prioritizing, 21-23
evaluating, 295
measuring, 23
personal and professional values, relationship between, 11

Index
in social media strategy, 259
Zappos example, 12

commitment to core values, 14-16
customer service, 13
culture assessments, 298
culture of execution, creating, 319
business case for, 319-321
communication, 325-326
customer-centric service, 323-324
employee recognition, 324-325
integrity, accountability, trust, 321-322
Larry Bossidy interview, 313-316
leadership by example, 321
linking planning and operations, 326
marketing as state of mind, 327
performance feedback, 325
vision, 322-323
culture of innovation, encouraging, 199-202
customer advisory boards, 172-173
customer delight, customer satisfaction versus, 52
customer engagement business model, 175-176
customer experience
creating, 61-62, 115-116
evaluating, 297
Golden Rule in, 64-65
poor customer service, 63-65
sharing information about, 286, 288
customer experience innovation, 195
customer innovation, 195
customer lifetime value (CLV), 51
customer relationship management (CRM), 55
collaboration on, 286, 288
strategy implementation, 55-56
customer satisfaction, customer delight versus, 52
customer segments, defining in ROI Optimizer, 303-304
customer service
based on customer segmentation levels, 47
designing Web sites for, 223-224
Orange Glo example, 58
poor service, 63-65
response by, 169-171
Ritz-Carlton example, 59
Zappos example, 13
customer strategies, 166-168
customer advisory boards, 172-173
customer service response, 169-171
customers as cocreaters, 174, 176
customer surveys
creating, 96-97
online surveys, 97-98
customer value, 110
mapping to pricing strategy, 122-124
customer-centric culture
creating, 57-60
product-centric versus, 285-286
customer-centric service, in culture of execution, 323-324
customers
loyalty, 50
  CLV (customer lifetime value), 51
  Intuit example, 53-54
  NPS (Net Promoter Score), 52-53
  penalization for, 65
market segmentation
  based on product role, 75-78
  Globus example, 79-81
new customers as growth strategy, 192
power shift with social media, 235-237
primary research
  creating customer surveys, 96-97
  developing plan for, 96
  online surveys, 97-98
  quantitative versus qualitative research methods, 94-95
as raving fans, 3-4
real-time customer research, 69-70
reasons for buying, 66-68
segmentation, 44-49
skepticism of, 63-64
target market identification, 71-73
  B2B target markets, 74
customization, designing Web sites for, 222
DeHart, Jacob, 176
delivery process, distinguishing from others, 117-118
Dell
customer service example, 169
social media example, 236
Dell, Michael, 163
demand, forecasting, 83-85
demand chain, 299
  optimization, 307
demographics, 72
  researching, 91
Denison Consulting, 320
Design Machine (Coca-Cola), 184
  “designing with a purpose,” Coca-Cola example, 182, 184
detractors, 53
development framework for strategy, 147-148
differentiation, 164. See also competitive advantage
  in positioning statement, 156
  in product strategy, 181-184
Digg
  social bookmarking, 250
  trendsetting example, 117
digital media
  advantages of, 219
  email marketing, 230-231
  mobility marketing, 232
    applications for, 232-233
    examples of, 234
    growth rate, 233
online advertising, 227
  advertising exchanges, 229
  affiliate advertising, 228
  display advertising, 227-228
  sponsorships, 229
public relations, 265-270
social media, 235
  blogs, 251-252
  Facebook, 246-247
  LinkedIn, 245-246
measuring ROI, 241-244
operational budget for, 242-244
power shift with, 235, 237
principles of, 238
social bookmarking, 250
statistics, 239-240
strategy formulation, 254-260
Twitter, 247-249
value of, 237
viral marketing, 261
  pranksters, 261-262
  in presidential elections, 262-264
Web sites, 220-221
  integrated customer service technology, 223-224
  interactivity, 222-223
  mass customization, 222
  search engine optimization, 225
  targeted markets, 222-223
  usability design, 221
  value-added services, 224
direct competitors, 86
display advertising, 227-228
disruptive innovation, 110-113, 194
distribution channels
  channel conflict, 137
  checklist for, 137-138
  evaluating, 130-132, 297
  as growth strategy, 190
  real-time channel development, 133-135
  selecting, 129-130, 136
  types of, 131-132
distribution innovation, 196
distribution services for public relations, 266
Doyle, Peter, 292
DreamWorks, customer advisory board example, 172
Drucker, Peter, 61, 110, 281, 327
Ducati Motor Holdings, 174
dysfunctional purpose, intentional purpose versus, 5
E
early adopters, attracting, 151-152
ecological information, researching, 91
economic information, researching, 91
Edwards, John, 234
elections, viral marketing in, 262-264
email marketing, 230-231
emotions, effect on customer service reputation, 170-171
employee recognition in culture of execution, 324-325
employee turnover statistics, 20
employees
   in customer-centric culture, 57-60
   as heart of business, 4-5
   Ritz-Carlton training program, culture example, 18-20
   understanding of company strategy, 308

Enterprise Rent-A-Car, flank strategy example, 186

entrepreneurship
   brand strength, 27-29
   Cru Vin Dogs example, 30-31
   New Belgium Brewery example, 25-26
   profitability, 24
   Firms of Endearment (FoE), 24-25

environmental factors, researching, 90-93

environmental impact, New Belgium Brewery example, 25

Evaluate and Execute stage (P•R•A•I•S•E Marketing Process). See evaluation; execution

evaluation
   of Analyze stage (P•R•A•I•S•E Marketing Process), 297
   with Balanced Scorecard, 308-312
   of distribution channels, 130-132
   of Evaluate and Execute stage (P•R•A•I•S•E Marketing Process), 298
   of Implement stage (P•R•A•I•S•E Marketing Process), 297-298
   of Purpose stage (P•R•A•I•S•E Marketing Process), 295-296
   of Research stage (P•R•A•I•S•E Marketing Process), 296-297
   with ROI Optimizer, 299-307
   of Strategize stage (P•R•A•I•S•E Marketing Process), 298

evaluation stage (social media strategy), 259-260

exclusive distribution strategy, 131

execution
   creating culture of, 319
      business case for, 319-321
      communication, 325-326
      customer-centric service, 323-324
      employee recognition, 324-325
      integrity, accountability, trust, 321-322
      Larry Bossidy interview, 313-316
      leadership by example, 321
      linking planning and operations, 326
      marketing as state of mind, 327
      performance feedback, 325
      vision, 322-323
   evaluating, 298
   real-time marketing planning, 317-318
   of values, 23

execution stage (social media strategy), 259

Execution: The Discipline of Getting Things Done (Bossidy and Charan), 313

expansion, analysis of, 106-107

experiences
   creating, 61-62, 115-116
   evaluating, 297
Golden Rule in, 64-65
poor customer service, 63-65
sharing information about, 286-288
experiential marketing, 28
experimentation in social media strategy, 260
exponential growth strategies, 189
external brand strength, 27-29

F
Facebook, 246-247
Federal Express, positioning statement example, 157
feedback
    in culture of execution, 325
    importance of, 95
Ferrari, Vincent, 170-171
Firms of Endearment (FoE), 24-25
fixed costs, 127
flank strategy, 186
focus groups, 69-70
FoE (Firms of Endearment), 24-25
follower strategy, 180
forecasting demand, 83-85
Foss, Bill, 30
frame of reference in positioning statement, 156
frequency in public relations, 267
Frontier Airlines, attack strategy example, 186
Fruit Growers Association, market penetration strategy example, 152

G
gadgets
    for mobile devices, 232-233
    for Web sites, 222
Gates, Bill, 265
Generational Tag, social media ROI example, 241
Globus, market segmentation example, 79-81
goals
    BSC (Balanced Scorecard)
        categories, 33
    categories, 33-34
    evaluating, 295
    setting in ROI Optimizer, 301-302
    SMART goals, 32, 206
Godin, Seth, 110, 251
Godiva Chocolatier, market penetration strategy example, 152
Golden Rule in customer experience, 64-65
Google
    customer-centric example, 324
    social networking example, 101
“green” initiatives, New Belgium Brewery example, 25
Grove, Andy, 187
growth opportunities, analysis of
    business expansion, 106-107
    disruptive innovation, 110-113
distribution channels
  - channel conflict, 137
  - checklist for, 137-138
  - evaluating, 130-132
  - real-time channel development, 133-135
  - selecting, 129-130, 136
  - types of, 131-132
elements of, 105
  - evaluating, 297
pricing strategy, 121-124
  - factors affecting, 122
  - mapping customer value to, 122-124
  - objectives, 121-122
  - training industry example, 124
revenue/cost analysis, 127-128
social media strategy, 256
strategic alliances/partnerships, 139-140
substitute products/services, 108-109
value creation process, 114-120
growth stage (product life cycle), 178
growth strategies, 189-192
  - acquisition, 189
  - new customers, 192
  - new distribution channels, 190
  - new markets, 190-192
  - new products, 192
  - strategic alliances/partnerships, 190

H
Hallmark, 174
Herman Miller, 181

Heskett, John, 320
holistic marketing metrics, 292-293
HP (Hewlett-Packard), customer advisory board example, 172-173
Hsieh, Tony, 12-15

imaginative innovation, 119
IMC (integrated marketing communications), 213

implementation
  - advertising spending statistics, 214
  - email marketing, 230-231
  - evaluating, 297-298
  - mobility marketing, 232
    - applications for, 232-233
    - examples of, 234
    - growth rate, 233
  - online advertising, 227
    - advertising exchanges, 229
    - affiliate advertising, 228
    - display advertising, 227-228
    - sponsorships, 229
  - public relations, 265-270
  - relationship with strategy, 143
  - social media, 235
    - blogs, 251-252
    - Facebook, 246-247
    - LinkedIn, 245-246
    - measuring ROI, 241-244
    - operational budget for, 242-244
    - power shift with, 235-237
principles of, 238
social bookmarking, 250
statistics, 239-240
strategy formulation, 254-260
Twitter, 247-249
value of, 237
tactical plans
creating, 274
implementation calendar and budget worksheet, 275-276
viral marketing, 261
pranksters, 261-262
in presidential elections, 262-264
Web sites, 220-221
integrated customer service technology, 223-224
interactivity, 222-223
mass customization, 222
search engine optimization, 225
targeted markets, 222-223
usability design, 221
value-added services, 224
Implementation Calendar, evaluating, 297
implementation calendar and budget worksheet, 275-276
Implement stage (P•R•A•I•S•E Marketing Process). See implementation
impressions, 305
indirect competitors, 86
ingredient branding, 153
innovation
disruptive innovation, 110-113
imaginative innovation, 119
innovation strategies, 194, 196
culture of innovation, 199-202
long-tail business model, 197-198
models for, 194-196
inspiration in mission statements, 7
integrated customer service technology, designing Web sites for, 223-224
integrated distribution strategy, 131
integrated marketing communications (IMC), 213
integration of strategies, 209
integrity in culture of execution, 321-322
Intel, retreat strategy example, 187
intensive distribution strategy, 131
intentional purpose, dysfunctional purpose versus, 5
interactivity, designing Web sites for, 222-223
internal brand strength, 27-29
internal competitors, 87
Internet distribution strategy, 132
introduction stage (product life cycle), 177-178
Intuit, customer loyalty example, 53-54
iPhone, trendsetting example, 117
J
JetBlue, substitute product strategy example, 187
Johnson’s, market penetration strategy example, 153
Jordan, Michael, 165
Jordon, Kim, 25
justification in positioning statement, 156
K
Kaplan, Robert, 308
Kawasaki, Guy, 107, 248
The Ken Blanchard Company, response after 9/11 attacks, 4-5
Kent, Muhtar, 183
keywords in public relations, 266-268
Knight, Phillip, 27
Kodak, market penetration strategy example, 152
Kotler, Philip, 110, 145
Kotter, John, 320
Kraft, market penetration strategy example, 152
Kumar, Nirmalya, 145, 200-202
Kvietok, Frank, 69

L
Landmark Theaters, customer experience example, 115
Launch Pad
   real-time channel development example, 133-135
   real-time customer research example, 69-70
leadership by example, 321
leads, 305
Lebesch, Jeff, 25
legal factors, researching, 90
lenses, 251
Levitt, Theodore, 75
LinkedIn, 101, 245-246
LinkExchange, 14
links in public relations, 268

The Long Tail: Why the Future of Business is Selling Less of More (Anderson), 197
long-tail business model, 197-198
Louis Vuitton, customer experience example, 116
Lowry, Adam, 182
loyalty of customers, 50
   CLV (customer lifetime value), 51
   creating customer experiences, 61-62
   Intuit example, 53-54
   NPS (Net Promoter Score), 52-53
   penalization for, 65

M
macro research, 42, 71
   competitive research
      tracking competitors, 87-89
      types of competitors, 86-87
   environmental factors, 90-91, 93
   forecasting demand, 83-85
   market segmentation
      based on product role, 75-78
      Globus example, 79-81
   target market identification, 71-73
      B2B target markets, 74
Madoff, Bernie, 63
Malcolm Baldridge National Quality Award, 17
market leadership (pricing objective), 121
market penetration strategy, 152-153
market segmentation
   B2B target markets, 74
   based on product role, 75-78
Globus example, 79-81
target market identification, 71-73
market share penetration (pricing strategy), 121
market size, identifying, 83-85
marketing
budget statistics, 215
current trends in, 213-215
improvements needed in, 282
collaboration on CRM, 286-288
customer-centric organization, 285-286
metrics, 289-290
sales and marketing collaboration, 283-284
strategic versus solution sales, 284-285
training to maintain competitive advantage, 288-289
metrics
in Analyze stage (P•R•A•I•S•E Marketing Process), 297
Balanced Scorecard, 308-312
in Evaluate and Execute stage (P•R•A•I•S•E Marketing Process), 298
in Implement stage (P•R•A•I•S•E Marketing Process), 297-298
performance measures, list of, 293-294
in Purpose stage (P•R•A•I•S•E Marketing Process), 295-296
in Research stage (P•R•A•I•S•E Marketing Process), 296-297
ROI Optimizer, 299-307
in Strategize stage (P•R•A•I•S•E Marketing Process), 298
perception of, 281-282
ROI measurement, 216-218
as state of mind, 327
marketing and sales programs, defining in ROI Optimizer, 304-305
Marketing as Strategy: Understanding the CEO’s Agenda for Driving Growth and Innovation (Kumar), 200
marketing budgets
basis for, 291-292
evaluating, 297
value-based marketing, 292-293
marketing innovation, 195
marketing objectives, strategy and, 206
Marketing Program ROI worksheet, 271, 297
markets, new markets as growth strategy, 190-192
Marquis Banking Partners, competitive research example, 88
Mashable, 102
mass market penetration strategy, 150-151
maturity stage (product life cycle), 178-179
Maytag, 181
McCarty, Tyler, 93
McConnell, Mac, 66
McEnroe, John, 165
McKenna, Regis, 98
measurable goals
BSC (Balanced Scorecard)
categories, 33
categories, 33-34
evaluating, 295
setting in ROI Optimizer, 301-302
SMART goals, 32, 206
measuring. See also metrics
marketing effectiveness, 271
values, 23
media room, creating, 269-270
Method Products
attack strategy example, 186
differentiation example, 182
metrics
improvements needed in, 289-290
marketing budgets, basis for, 291-292
marketing metrics
in Analyze stage (P•R•A•I•S•E
Marketing Process), 297
Balanced Scorecard, 308-312
in Evaluate and Execute stage
(P•R•A•I•S•E Marketing Process), 298
in Implement stage (P•R•A•I•S•E
Marketing Process), 297-298
performance measures, list of,
293-294
in Purpose stage (P•R•A•I•S•E
Marketing Process), 295-296
in Research stage (P•R•A•I•S•E
Marketing Process), 296-297
ROI Optimizer, 299-307
in Strategize stage (P•R•A•I•S•E
Marketing Process), 298
in social media strategy, 259-260
value-based marketing, 292-293
micro research, 42
customer loyalty, 50
CLV (customer lifetime value), 51
Intuit example, 53-54
NPS (Net Promoter Score), 52-53
customer segmentation, 44-49
microsites, 222
Microsoft, defensive strategy
element example, 186
million-dollar prize (Netflix) example,
174-175
Mint Financial Services, mobility
marketing example, 234
mission, evaluating, 295
mission statements
elements of, 6
examples of, 6-7
as inspiration, 7
mobility marketing, 232
applications for, 232-233
examples of, 234
growth rate, 233
Monbourge, Renee, 110-111
Moser, Mike, 162
interview with, 163-165
MoveOn.org, 262
Mrs. Fields, brand imaging
element example, 165
Myers, Jack, 214
NAICS (North American Industry Classification System), 85
Naisbitt, John, 39
Net Promoter Score (NPS), 52-53
  Intuit example, 53-54
Netflix
  distinctive delivery example, 118
  long-tail business model example, 197
  million-dollar prize example, 174-175
  value creation process example, 110
NetJets, distinctive delivery example, 118
New Belgium Brewery, purpose-driven companies example, 25-26
A New Brand World (Bedbury), 162
news advisories, writing, 269
news aggregators, 99-100
news releases, writing, 268-269
niche markets, 149-150
Nickell, Jake, 175
Nielsen Media Research, 85
Nike, 174
  brand strength example, 27-29
  branding example, 165
  customer experiences, 61
Nisbet, Scott, 79
North American Industry Classification System (NAICS), 85
Norton, David, 308
NPS (Net Promoter Score), 52-53
  Intuit example, 53-54
Oakley, customer experiences, 61
Obama, Barack, 263-264
objectives
  evaluating, 295
  for social media, defining, 255
observational research, 75
one-to-one marketing, 55
  collaboration on, 286-288
  strategy implementation, 55-56
online advertising, 227
  advertising exchanges, 229
  affiliate advertising, 228
  display advertising, 227-228
  sponsorships, 229
online survey tools, 97-98
operational budget for social media, 242-244
operations, linking with strategy, 326
opt-in/opt-out marketing, 230
Orange Glo, customer service example, 58
Oreck, Diana, 17
organic growth strategies, 189
organizational innovation, 195
Pareto principle, 32
partnerships, 139-140
  as growth strategy, 190
passion, Cru Vin Dogs example, 30-31
passives, 53
Patagonia, 224
performance feedback in culture of execution, 325
performance measures, list of, 293-294
permission marketing, 230
personal values, relationship with professional values, 11
personification of brands, 159-160
designing, 162-165
pet food example, niche markets, 149
PETA (People for the Ethical Treatment of Animals) Super Bowl ad, social media example, 236
Phelps, Ron, 6
pioneer strategy, 180
pitching stories in public relations, 267
Pixar, customer advisory board example, 173
Plank, Kevin, 192
platform innovation, 194
PLC (product life cycle) stages, 177-180
policies for social media strategy, defining, 259
political factors, researching, 90
Pollard, William, 42
PollDaddy, 101
Porter, Michael, 143-145
positioning in social media strategy, 257
positioning statements
creating, 156
elements of, 155-156
examples of, 157
positioning strategy, 154-157
brand influence factors, 157
characteristics of success, 158
creating positioning statements, 156
elements of positioning statements, 155-156
examples of positioning statements, 157
types of, 154-155
Positioning: The Battle for Your Mind (Trout and Reese), 162
Post-its, mass market example, 150
potential market, broadening, 114-115
power shift with social media, 235, 237
PR (public relations), 265-270
PR kits, creating, 269-270
PR Newswire, 266
pranksters in viral marketing, 261-262
preemptive strategy, 187
presence, social media type selection, 257-258
presidential elections, viral marketing in, 262-264
pricing map, 122-124
pricing strategy, 121-124
factors affecting, 122
mapping customer value to, 122-124
objectives, 121-122
training industry example, 124
primary research, 42
creating customer surveys, 96-97
developing plan for, 96
online surveys, 97-98
quantitative versus qualitative research methods, 94-95
prioritizing core values, 21-23
PRIZM (Potential Rating Index by Zip Codes), 79
process development for strategy, 147-148
process innovation, 194
product development process, 107
product innovation, 194
product life cycle (PLC) stages, 177-180
product role, market segmentation based on, 75-78
product strategy
differentiation, 181-182, 184
PLC (product life cycle) stages, 177-180
product-centric organization, customer-centric versus, 285-286
products
listing in ROI Optimizer, 302
new products as growth strategy, 192
professional information, researching, 91
professional values, relationship with personal values, 11
profit maximization (pricing objective), 121
profitability
of loyal customers, 50
of purpose-driven companies, 24
Firms of Endearment (FoE), 24-25
profits, purpose and, 2-3
promoters, 53
psychographics, 72
public relations, 265-270
pull strategy (distribution channels), 130
purpose
culture, 12
customer-centric culture, creating, 57-60
employee turnover statistics, 20
Ritz-Carlton example, 17-20
in social media strategy, 259
Zappos example, 12-16
customers as raving fans, 3-4
elements of, 2
employees as heart of business, 4-5
evaluating, 295-296
intentional versus dysfunctional, 5
mission statements
elements of, 6
examples of, 6-7
as inspiration, 7
profits and, 2-3
values
behavior, effect on, 11
commitment to, Zappos example, 14-16
communicating and executing, 23
defining and prioritizing, 21-23
evaluating, 295
measuring, 23
personal and professional values, relationship between, 11
vision statements, 8-10
Purpose stage (P•R•A•I•S•E Marketing Process). See purpose

purpose-driven companies
brand strength, 27-29
Cru Vin Dogs example, 30-31
New Belgium Brewery example, 25-26
profitability, 24
Firms of Endearment (FoE), 24-25

push strategy (distribution channels), 130

Putten, James, 51

Q
Q leads, 305
Qik, 63
qualitative research methods, 94-95
quantitative research methods, 94-95

R
rapid growth strategies, 189
Rashid, Karim, 182
raving fans, customers as, 3-4
Raving Fans (Blanchard), 4
reach, in public relations, 266
real-time channel development, 133-135
real-time customer research, 69-70
real-time marketing planning, 317-318
linking operations and strategy, 326
real-time product development, 107
real-time research
analyst firms for, 102-103
integrating with other research, 103
news aggregators, 99-100
with social media, 100
blogs, 102
social networking, 100-101
tools/gadgets, 101

RedShift Framing, mission statement, 6
Reese, Al, 162
Reichheld, Fredrick, 52

research
CRM (customer relationship management), 55
strategy implementation, 55-56
customers’ reasons for buying, 66-68
evaluating, 296-297
goals of, 42-43
importance of, 40-41, 43
macro research, 42, 71
competitive research, 86-89
environmental factors, 90-93
forecasting demand, 83-85
market segmentation, 75-81
target market identification, 71-74
micro research, 42
customer loyalty, 50-54
customer segmentation, 44-49
primary research
creating customer surveys, 96-97
developing plan for, 96
online surveys, 97-98
quantitative versus qualitative research methods, 94-95
real-time research, 69-70
analyst firms for, 102-103
integrating with other research, 103
news aggregators, 99-100
with social media, 100-102
secondary research plan, defining, 93
Research stage (P•R•A•I•S•E Marketing Process). See research
research stage (social media strategy), 256-257
Restoration Hardware, 181
return on investment. See ROI
retreat strategy, 187
revenue forecast, creating, 203
revenue/cost analysis, 127-128
rituals, 23
Ritz-Carlton
culture example, 17-18
employee training program, 18-20
customer service example, 59
daily rituals, 23
The Ritz-Carlton Gold Standards, 18
The Ritz-Carlton Leadership Center, 17
Roberson, Donavon, 15
ROI (return on investment)
defined, 305
measuring, 216-218, 271
of social media, 241-244
ROI Optimizer, 298-307
demand chain optimization, 307
goals, setting, 301-302
marketing and sales programs, defining, 304-305
products and services, listing, 302
sales channels, defining, 303
target customer segments, defining, 303-304
top-down and bottom-up analysis, 305-306
Rose, Kevin, 117
Ryan, Eric, 182
S
sales
collaboration with marketing, 283-284
strategic versus solution sales, 284-285
sales channels, defining in ROI Optimizer, 303. See also
distribution channels
sales funnel analysis, 298
Sales Funnel Effectiveness worksheet, 271
sales programs, defining in ROI Optimizer, 304-305
sales strategy, 204-205
Samuels, Denzil, 8-9
Schultz, Horst, 19
Schultz, Howard, 1, 27, 157
search, in public relations, 266-268
search engine marketing (SEM), 225
search engine optimization (SEO), 225
secondary research, 42
secondary research plan, defining, 93
segmentation
of customers, 44-49
defining in ROI Optimizer, 303-304
market segmentation
B2B target markets, 74
based on product role, 75-78
social influence marketing (SIM), 236
social information, researching, 92
social media, 235
blogs, 251-252
Facebook, 246-247
LinkedIn, 245-246
measuring ROI, 241-244
operational budget for, 242-244
poor customer service and, 63
power shift with, 235-237
principles of, 238
real-time research with, 100
blogs, 102
social networking, 100-101
tools/gadgets, 101
social bookmarking, 250
statistics, 239-240
strategy formulation, 254-260
brand positioning, 257
evaluation stage, 259-260
execution stage, 259
experimentation in, 260
objectives, 255
research stage, 256-257
roles and policy, 259
selecting social media types, 257-258
tactical plan, 258-259
target audience, 256
Twitter, 247-249
value of, 237
social networking, real-time research with, 100-101
solution innovation, 194
solution sales, strategic sales versus, 284-285
Southwest Airlines
customer experience, 64
value creation process example, 111
sponsorships, 229
Sprint, market penetration strategy example, 152
Squidoo, 251
Starbucks
brand influence factors, 157
brand strength example, 27-29
channel conflict example, 137
start-ups, importance of research, 41
statistics
advertising spending, 214
display advertising, 227
employee turnover and company culture, 20
employee understanding of company strategy, 308
marketing budgets, 215
Obama presidential campaign, 263
social media, 239-240
stories
pitching in public relations, 267
vision statements as, 10
strategic alliances/partnerships, 139-140
as growth strategy, 190
strategic sales, solution sales versus, 284-285
Strategize stage (P•R•A•I•S•E Marketing Process). See strategy

strategy
art and science of development, 208-209
brand equity, 159-161
brands, designing, 162-165
competitive strategies, 185-188
attack strategy, 185-186
defensive strategy, 186
flank strategy, 186
preemptive strategy, 187
retreat strategy, 187
risks of success, 188
substitute product strategy, 187
customer strategies, 166-168
customer advisory boards, 172-173
customer service response, 169-171
customers as cocreaters, 174-176
development framework, 147-148
employee understanding of, 308
evaluating, 298
explained, 145-146
growth strategies, 189-192
acquisition, 189
new customers, 192
new distribution channels, 190
new markets, 190-192
new products, 192
strategic alliances/partnerships, 190
innovation strategies, 194-196
culture of innovation, 199-202
long-tail business model, 197-198
models for, 194-196
integration, 209
linking with operations, 326
marketing objectives, 206
positioning strategy, 154-157
  brand influence factors, 157
  characteristics of success, 158
  creating positioning statements, 156
  elements of positioning statements, 155-156
  examples of positioning statements, 157
  types of, 154-155
product strategy
  differentiation, 181-184
  PLC (product life cycle) stages, 177-180
relationship with implementation, 143
revenue forecast, creating, 203
sales strategy, 204-205
selecting, 145
for social media, 254-260
  brand positioning, 257
  evaluation stage, 259-260
  execution stage, 259
  experimentation in, 260
  objectives, 255
  research stage, 256-257
  roles and policy, 259
  selecting social media types, 257-258
  tactical plan, 258-259
  target audience, 256
target market strategies, 149-153
  market penetration strategy, 152-153
  mass market penetration, 150-151

niche markets, 149-150
skimming strategy, 151-152
strategy maps, 309-311
StumbleUpon, 250
stunts in viral marketing, 261-262
substitute product competitors, 86
substitute product strategy, 187
substitute products/services, analysis of, 108-109
Success Profiles, 320
SurveyMonkey, 98
surveys
  creating, 96-97
  online surveys, 97-98
survival pricing (pricing strategy), 121
sustainability, New Belgium Brewery example, 25
SWOT Analysis, 35-36
  evaluating, 296
syndication innovation, 196

T
Taco Bell, viral marketing example, 262
tactical plans
  creating, 274
  implementation calendar and budget worksheet, 275-276
  social media strategy, 258-259
Target, product differentiation example, 181
target audience for social media, defining, 256
target customer segments, defining in ROI Optimizer, 303-304

target market
customer segmentation, 44-49
defining in ROI Optimizer, 303-304
designing Web sites for, 222-223
identifying, 71-73
B2B target markets, 74
market segmentation
B2B target markets, 74
based on product role, 75-78
Globus example, 79-81
target market identification, 71-73

target market strategies, 149-153
market penetration strategy, 152-153
mass market penetration, 150-151
niche markets, 149-150
skimming strategy, 151-152

target profit, evaluating, 297

technological information, researching, 92

Technorati, 102
TED (United Airlines subsidiary), value creation process example, 111
threadless, customer engagement business model example, 175-176
tiered distribution strategy, 131
top-down analysis in ROI Optimizer, 305-306

traditional media spending statistics, 214

train example, imaginative innovation, 119

training industry example, pricing map, 124

training programs, Ritz-Carlton culture example, 18-20

training to maintain competitive advantage, 288-289

Treacy, Michael, 145
trendsetting, 116-117

Trout, Jack, 162

trust in culture of execution, 321-322

Turner, Ted, 117

Twitter, 100-101
explained, 247-248
tips for using, 248-249

TwtPoll, 101

U

Under Armour, new products example, 192-193

United Airlines
attack strategy example, 186
value creation process example, 111

United We Brand (Moser), 162

Upshaw, Lynn, 154

usability, designing Web sites for, 221
user innovation, 195

V

value, mapping customer value to pricing strategy, 122-124
value creation process, 110-120
broadening potential market, 114-115
creating customer experiences, 115-116
distinctive delivery process, 117-118
imaginative innovation, 119
trendsetting, 116-117
value innovation, 195
value network, 200
value propositions, 157, 200
value-added services, designing Web sites for, 224
value-based marketing, 292-293
valued customers, 200
values
  behavior, effect on, 11
  commitment to, Zappos example, 14-16
  communicating and executing, 23
  defining and prioritizing, 21-23
  evaluating, 295
  measuring, 23
  personal and professional values, relationship between, 11
variable costs, 127
Velcro, brand imaging example, 165
Victoria’s Secret, Facebook example, 246
viral marketing, 261
  pranksters, 261-262
  in presidential elections, 262-264
vision
  in culture of execution, 322-323
  evaluating, 295
vision statements
  Denzil Samuels example, 8-9
  as stories, 10
Volvo, 174

W
Wanamaker, John, 215
Web 1.0, 219
Web 2.0, 219
Web 3.0, 219
Web sites, 220-221
  integrated customer service technology, 223-224
  interactivity, 222-223
  mass customization, 222
  search engine optimization, 225
  targeted markets, 222-223
  usability design, 221
  value-added services, 224
Welch, Jack, 325
widgets
  for mobile devices, 232-233
  for Web sites, 222
Wiersema, Fred, 145
Williams Sonoma, email marketing, 231
Wilson, Edward O., 105
wins, 305
Wirth Business Credit, macro-environmental factors example, 93
Woods, Tiger, 165
word-of-mouth marketing, 261
  pranksters, 261-262
  in presidential elections, 262-264
The World Business Forum, 62
WuFoo, 101
Wyckoff, Luke, 11
X–Z

Zappos
  culture example, 12
  commitment to core values, 14-16
  customer service, 13
  customer-centric example, 324
  vision example, 323

Zarella, Dan, 247

Zillow.com, mobility marketing
  example, 234

Zoomerang, 98