DETAILED CONTENTS

About the Author	xvii
Preface The Difference—Becoming a Marketing Strategist xix Decompression Exercises—Preparing the Way for Thinking xx The Marketing Terrain Coverage xxi	xix
Acknowledgments	xxiii
Section 1: The Role Marketing Thinking Plays in Strategy	1
1. Marketing Thinking Decompression Exercise 4 Chapter Introduction 4 Marketing Thinking 6 Marketing Thinking Challenge 1.1: Interesting Marketing Questions 7 Marketing Thinking and Effective Strategy 8 Marketing Thinking Challenge 1.2: Identifying an Organization's Strategy 10 Marketing Thinking: 4-Dimensional Spherical (4-DS) Thinking 10 Marketing Thinking Challenge 1.3: Creative Thinking 14 Learning to Think in a Marketing Way 16 The Role Marketing Concepts and Theories Are to Play 17 Marketing Thinking Challenge 1.4: Marketing Thinking—A Beginning 19 Summary 20	3
 Learning to Think in a Marketing Way Decompression Exercise 21 Chapter Introduction 22 The Process of Appropriation 23 Appropriating the Concept of Satisfaction for Strategy Purposes 24 Limitations With the Satisfaction Concept 30 Marketing Thinking in Practice: Shifting Times—The Muji Experience 	21 31

	Marketing Thinking in Practice: Taking the Sleeping Business	
	to a New Level—Sleep Squad Comes to You 32	
	Marketing Thinking Challenge 2.1: Appropriating	
	Satisfaction in a Consumer Situation 33	
	Marketing Thinking Challenge 2.2: Appropriating	
	Satisfaction in a B2B Situation 34	
	Marketing Thinking Challenge 2.3: Appropriating Concepts 34	
	Strategy as a Question 35	
	Obstacles to Marketing Thinking 37	
	Marketing Thinking Challenge 2.4: Obstacles to Thinking 37	
	The Familiar Thinking Obstacles 38	
	Questioning Thinking Obstacles 40	
	Physiological Thinking Obstacles 40	
	Marketing Thinking Challenge 2.5: The First	
	Step—Recognizing the Obstacles 41	
	Marketing Thinking Challenge 2.6: Innovation	
	and the Obstacles 42	
	Summary 42	
SECT	TION 2: THINKING THROUGH THE MARKETING PROCESS	45
3.	The BIG Question(s)—Assessing the Situation	n in a Consumer Situation 33 Linking Challenge 2.2: Appropriating In in a B2B Situation 34 Linking Challenge 2.3: Appropriating Concepts 34 Question 35 Marketing Thinking 37 Linking Challenge 2.4: Obstacles to Thinking 37 Linking Challenge 2.4: Obstacles to Thinking 37 Linking Obstacles 38 Linking Challenge 2.5: The First Logonizing the Obstacles 40 Linking Challenge 2.5: The First Logonizing the Obstacles 41 Linking Challenge 2.6: Innovation Lostacles 42 Lost Through The Marketing Process Logonizing the Obstacles 41 Linking Challenge 2.6: Innovation Lostacles 42 Lost Through The Marketing Process Logonizing the Obstacles 41 Linking Challenge 3.6: Innovation Lostacles 42 Lost Through The Marketing Process Logonizing the Obstacles 45 Logonizing the Obstacles 41 Logonizing the Obstacles 41 Logonizing Challenge 2.6: Logonizing the Obstacles 42 Logonizing Challenge 3.1: A Five Forces Logonizing Challen
	Decompression Exercise 47	
	1	
	C i	
	* **	
	1	
	1 6/	
	8	
	Industry Analysis 57	
	67 1	
	=	
	Marketing Thinking Challenge 3.2: Creating a	
	Blue Ocean in a Red Ocean 62	
	Marketing Thinking Challenge 3.3: Entering a Blue Ocean 63	
	Other Related Considerations—Changes in Information 63	
	Marketing Thinking Challenge 3.4: The Listening	
	Challenge—Listening for Weak Signals 65	
	Summary 66	
	Case: JetBlue—Customers Matter 66	

4.	Thinking Further About Marketplace Structure and Strategy	71
4.	Decompression Exercise 71	/ 1
	Chapter Introduction 72	
	Market Structure Orientations 73	
	A Homogenous Marketplace Structure—Mass Marketing Orientation 73	
	A Heterogeneous Marketplace Structure—Segmentation Orientation 73	
	Not Based Upon a Marketplace Structure—Self-Selection Segmenting	
	Orientation 74	
	Not Based Upon a Marketplace Structure—One-to-One	
	Marketing Orientation 74	
	Issues With the Different Structural Orientations 74	
	Traditional Marketing Logics and Their Sequential Role	
	to Developing Strategy 76	
	Influential Marketing Concepts 77	
	Traditional (SPOT) Marketing Logics 78	
	The Problems of Not Recognizing the Position of the Questions	
	Being Considered (Up- vs. Downstream Marketing Questions) 79	
	Upstream Marketing Questions—Segmenting Questions 80	
	Midstream Marketing Questions—Positioning Questions 80	
	Downstream Marketing Questions—Targeting Questions 80	
	Segmentation Questions 81	
	Marketing Thinking Challenge 4.1: Identifying a	
	Target Market 82	
	Positioning Questions 85	
	Marketing Thinking Challenge 4.2: The Multiplicity	
	of Differentiating Within a Market 86	
	Issues With the SPOT Marketing Perspective 87	
	Self-Selection Segmenting Questions 88	
	Marketing Thinking Challenge 4.3:	
	Self-Selection Segmenting 91	
	One-on-One Marketing Questions 91	
	Marketing Thinking in Practice: Predictive Analytics 92	
	Marketing Thinking Challenge 4.4: Predictive Analytics 94	
	Summary 94	
	Case: Red Bull—What Does the Future Hold? 95	
	Case. Red Buil—What Does the Future Hold: 73	
5.	Thinking Through Difference—The Nature	
	of the Marketplace and Consumption	99
	Decompression Exercise 99	
	Chapter Introduction 100	
	Asking Fundamental Questions to Create Openings for New Views 100	
	The Familiarity Paradox 102	
	A Disciplinary Perspective to the Question 102	
	A Consumer Perspective to the Question 103	
	A Thinking Perspective to the Question 103	
	The Significant Role Questions Play in the Process 104	

A Difference Perspective of the Marketplace 105 The Repetitionof Difference Creation 106 The "No Same" Parameter 106 The Diminution Parameter 107 The Change and Chance Parameters 107 The Release Parameter 108 Marketing Thinking in Practice: The Global Crisis 109 Marketing Thinking Challenge 5.1: The Changing Marketplace—The Twists and Turns 109 Difference Perspective of Consumers 110 4-DS Consumer Thinking—Creating a Path of Difference 110 Consumer Behavior Concepts and Difference 111 Consumer Implications From a Difference Perspective 112 Marketing Thinking Challenge 5.2: Consumers and Difference 113 From a Difference Perspective—The Role of Strategy 114 Marketing Thinking in Practice: Nestlé 116 Marketing Thinking in Practice: Strategic Collaboration Options 117 Marketing Thinking Challenge 5.3: Collaborative	
Marketing in Practice 119	
Summary 120	
Case: Apple, Inc.—The Need to Be <i>Different</i> 121	
Thinking Through the Marketing Mix 12	25
Decompression Exercise 125	
Chapter Introduction 126	
The Marketing Mix(es) 127	
· · · · · · · · · · · · · · · · · · ·	
Consumer Marketing Mixes 128	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136 Issues With the Marketing Mix Concept 137	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136 Issues With the Marketing Mix Concept 137 The Channeling Effects of the Mix Concept 137	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136 Issues With the Marketing Mix Concept 137 The Channeling Effects of the Mix Concept 137 Marketer-Consumer Dualistic Thinking 138	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136 Issues With the Marketing Mix Concept 137 The Channeling Effects of the Mix Concept 137 Marketer—Consumer Dualistic Thinking 138 "Thing-Like" Marketing Thinking 138	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136 Issues With the Marketing Mix Concept 137 The Channeling Effects of the Mix Concept 137 Marketer—Consumer Dualistic Thinking 138 "Thing-Like" Marketing Thinking 138	
Consumer Marketing Mixes 128 Relationship Marketing Mixes 129 Services Marketing Mixes 130 Retailing Marketing Mixes 132 Industrial (B2B) Marketing Mixes 133 E-Commerce Marketing Mixes 133 Marketing Thinking in Practice: Barnes & Noble's E-Commerce 135 Marketing Thinking Challenge 6.1: The Marketing Mix—Consumer vs. B2B 135 Marketing Thinking Challenge 6.2: E-Commerce Marketing Mix 136 Issues With the Marketing Mix Concept 137 The Channeling Effects of the Mix Concept 137 Marketer—Consumer Dualistic Thinking 138 "Thing-Like" Marketing Thinking 138 Marketing Thinking in Practice: Collaborative Marketing 139	

6.

	Thinking Strategies to Maneuver Around the Concept Obstacle 143 Marketing Thinking Challenge 6.3: Thinking Through Participatory Marketing (PM) 143 Summary 143 Case: Ally Bank—The Bank That Wants to Be Your "Trusted" Friend 144	
7.	Co-creating Meaningful Differences With Products and Services Decompression Exercise 151 Chapter Introduction 151 The Meaning Generation Process—Creating Differences 153 Transitional Thinking—From Quality to Innovation and Beyond 155 Quality as a Means for Differentiation 155 Product Quality 155 Service Quality 156	151
	Marketing Thinking Challenge 7.1: Differentiating Through Quality 157 Innovation vs. Quality 157 Innovation—A Process vs. "Thing" Orientation 158 Expanding the Thinking 158 Creating Value Through Practices 159 A Brand Community 159 Marketing Thinking in Practice: How Online Brand Communities Work 163 Strategy Considerations 166 Marketing Thinking Challenge 7.2: Brand Communities 167 Summary 168 Case: In-N-Out Burger—Keeping It Simple 169	
8.	Co-creating (Co-marketing) Meaningful Differences With Marketing Communications Decompression Exercise 173 Chapter Introduction 173 Traditional vs. Contemporary Forms of Marketing Communications 174 Traditional Forms of Marketing Communications—Outbound and Persuasively Oriented 176 Forces Driving the Persuasive Orientation 178 The Survival Orientation—At the Heart of the Need for Persuasive Tactics 179 The Sales Orientation and the Need for Persuasive Tactics 179 The Competitive Orientation—The Survival of the Fittest via Persuasive Tactics 180 The Self-Regulation Orientation by Business—Persuasion Can Be Beneficial (?) 180 Marketing Thinking Challenge 8.1: Persuasive Marketing Communications 181 An Alternative to the Persuasive Orientation 181 The Collaborative Orientation 182	173

The Collaborative Orientation—Identifying Where the "Value" Resides Contemporary Forms of Communications—Social Media 184 Marketing Thinking Challenge 8.2: Social Media 187 Co-marketing Communication Strategies 187 Social Media—"Seeding" Strategy 188 Marketing Thinking in Practice: Ford Fiesta 188 Social Media—Listening Strategy 190 Social Media Strategy 191 Marketing Thinking Challenge 8.3: Creating a Listening Dashboard 194 Summary 194 Case: Alessi—Open Innovation 195	
The Changing Customer Interface Landscape	199
Decompression Exercise 199	1,,,
Chapter Introduction 199	
Rethinking the Front Office 202	
Marketing Thinking in Practice: The Service Interface 203	
Customer Interface Changing Technology 204	
The First Wave of Change—Leading to Product	
Constellations' Store Layouts 204	
The Second Wave of Change—Leading to Customer	
Relationship Management (CRM) 204	
The Third Wave of Change—Leading to Customer	
Experience Management (CEM) 204	
Marketing Thinking in Practice: Customer Interface Management 206	
Marketing Thinking Challenge 9.1: Customer	
Interface Management (CIM) 209	
Co-marketing: Co-creating an Experience 210	
Creating Value—An Expanding View 212	
Returning to an Earlier Form of Thinking—The "Artisan" 214	
Marketing Thinking Challenge 9.2: Co-marketing	
and Customer Experience Management (CEM) 215	
The Consumer Experience—Strategy Considerations 216	
The First Stream of Thought—The Dimensions of Consumer	
Experience 217	
The Second Stream of Thought—Value Creation Through the Customer	
Experience 218	
The Third Stream of Thought—Interface Dimensions From	
a Customer-Experience Perspective 219	
The Fourth Stream of Thought—Marketing Communications From a Customer	-
Experience Perspective 221	
Marketing Thinking Challenge 9.3: Co-creating Value	
Through the Customer Interface 222	
Summary 222	
Case: Four Seasons Hotel and Resorts—Getting It Right 223	

9.

10.	Thinking Reyard Logistics		227
10.	Thinking Beyond Logistics		221
	Decompression Exercise 227 Chapter Introduction 227		
	Chapter Introduction 227		
	Thinking Through the Channel Concept 229		
	Channel Structures and Functions 230		
	Channel Distribution Strategies 230		
	A Shift in Channel Thinking 231		
	A Value-Chain Perspective 231		
	Competitive Scope 234		
	Marketing Thinking Challenge 10.1: Analyzing an		
	Organization as a Value Chain 235		
	Issues With the Value-Chain Perspective 236		
	Marketing Thinking in Practice: The Value Chain 236		
	Challenges to the Value-Chain Perspective 237		
	Forms of Collaborative Distribution 238		
	Consumer-Direct Mode of Collaboration 239		
	The Manufacturer-Driven Mode of Collaboration 239		
	The Retail-Driven Mode of Collaboration 240		
	The Intermediary-Based Collaboration Mode 241		
	Marketing Thinking Challenge 10.2: Modes		
	of Collaboration 241		
	Value Nets—A New View of Collaboration 242		
	Marketing Thinking Challenge 10.3: Orchestrating		
	a Holonic (Value) Net 244		
	Summary 244		
	Case: Zara Retailing—What's on the Shelf Today? 245		
	,		
11.	The Question of Price		249
	Decompression Exercise 249		
	Chapter Introduction 250		
	The Origins of Price 251		
	Marketing Thinking Challenge 11.1: A Return		
	to the Bartering System 252		
	The Strategy Roles of Price 252		
	The Marketer's Perspective 252		
	The Consumer's Perspective 253		
	Marketing Thinking Challenge 11.2: Participative Pricing	258	
	Marketing Thinking in Practice: Raise Your Prices! 258		
	Price Determination 261		
	Cost-Based Price Determination 262		
	Competitive-Based Price Determination 264		
	Market-Based Price Determination 264		
	Services Pricing 266		
	Marketing Thinking Challenge 11.3: Price Determination	267	
	Summary 268	207	
	Case: Panera Bread Company—Believing in Reciprocity	268	
	Successfully Delicating in reciprocity	200	

Section 3: Reflective vs. Forward-Looking Sides of Marketing Thinking	273
12. Assessment vs. Navigating Strategy—Using Metrics Decompression Exercise 275 Chapter Introduction 276 The Backward-Looking Perspective and Rear-View Metrics 279 Rear-View Metrics 280 Issues With Rear-View Metrics 281 Using Single vs. Multiple Metrics 282 Marketing Thinking Challenge 12.1: Rear-View Metrics in Use 282 Marketing Thinking in Practice: Rear-View Metrics 282 The Balanced Scorecard Perspective 283 Issues With the Balanced Scorecard 284 A Future-Oriented Scorecard 285 Marketing Thinking Challenge 12.2: Creating a Scorecard 286 The Forward-Looking Perspective and Metrics 286 Forward-Looking Metrics—At the Individual Level 287 Forward-Looking Metrics—At the Aggregate Level 288 Issues With Forward-Looking Metrics 289 Differences Between Assessment and Navigating 289 Marketing Thinking Challenge 12.3: Creating a Forward-Looking Metric 290 Summary 291 Case: Best Buy—Looking Forward—A New Way 290	275
Section 4: A Thinking Organization	297
Decompression Exercise 299 Chapter Introduction 300 Organizational Cultures 302 Internally and Controlling-Oriented Cultures (Hierarchical Cultures) 303 Internally and Collaboratively Oriented Cultures (Clan Cultures) 303 Externally and Competitively Oriented Cultures (Market Cultures) 304 Externally and Creating-Oriented Cultures (Adhocracy Cultures) 304 Hybrid Orientations 304 Significance of Organizational Culture 304 Marketing Thinking Challenge 13.1: Organizational Culture and Strategy 305 Barriers to Organizational Thinking 305 Allocating Time 307 Establishing Trust 307 The Issue of Turf 308 The Issue of Titles 308 Tidiness Is a Problem 308	299

Thinking Organization 309 Marketing Thinking in Practice: Creativity Is the New Style in Leadership!	30
)(
Characteristics of Thinking Organizations 310	
The Question of Control and Thinking 310	
Elements of a Thinking Organization 311	
Marketing Thinking Challenge 13.3: Identifying	
Thinking Organizations 313	
Marketing Thinking Challenge 13.4: Creating a	
Marketing Thinking Challenge 314	
Marketing Thinking Challenge 13.5: Interesting	
Marketing Questions 314	
Summary 315	
Case: Google, Inc.—Seeking the Fun in Innovation 315	

321

331

Index

Credits