

## MARKETING GENIUS

# Turn on

Every marketer has the ability to achieve 'genius', to combine their intelligence and imagination in more strategic, innovative and effective ways. I hope this book inspires you to think and do what you might never otherwise have thought possible. **Play.**

## Part 1 INGENUITY: THE MAKING OF A MARKETING GENIUS

How do you succeed in markets that are incredibly complex and uncertain, intensely competitive and fast changing, where customers and shareholders constantly demand more, and the conventional ways of marketing just don't work any more?

### Track 1 Complexity

- Explore the new challenges of market space and speed, and the fundamental shifts in power.
- Consider the vision of Google and focus of Apple, the rise of Starbucks and revolution of eBay.
- Learn to map emerging markets, to create rhythms that give you an edge, and to harness customer power.

## Track 2 Expectations

- Understand the demands of customers and shareholders, and how to create superior economic value for both.
- Learn from value disciplines of Microsoft and Toyota, and the strategic focus of Coca-Cola.
- Address these challenges through stakeholder mapping, and learn how to analyse the drivers of economic and shareholder value.

## Track 3 Genius

- Explore what it means to be a genius, and how it applies to the world of marketing and marketers.
- Learn from the intelligence of Steve Jobs, the imagination of Philippe Starck, and the extraordinary results of Phil Knight.
- Consider and profile the attributes of genius, and how they can be applied to each aspect of business and marketing.

### Part 2 THINKING: THE MIND OF A MARKETING GENIUS

Seize the best opportunities in your markets by thinking more strategically and innovatively, combining the rigorous analysis and radical creativity that led to Albert Einstein's mind-boggling discoveries, and Steve Jobs's market transformations.

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### Track 4 Strategy

- Embrace market strategies that give you the perspective and focus to create lasting competitive advantage.
- Learn from the market-shaping strategies of Jet Blue and Sky TV, and the bold differentiation of Enterprise car rental.
- Apply the ideas to your business through better market strategy and selection, portfolio analysis and competitive positioning.

### Track 5 Brands

- Explore what creates a great brand, how it lives and evolves, and how to maximize its power.
- Learn from the brand thinking of Virgin, the passion of Pret A Manger, and the unrelenting focus of BMW.
- Develop your own brand strategy, with a clear architecture, brought to life inside and out, to build long-term brand equity.

### Track 6 Customers

- Consider what really matters to customers, and how to ensure that the whole company is founded on a customer orientation.
- Reflect on the insights of Zara, the ethical approach of Café Direct, and the re-orientation of Procter & Gamble.

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- Learn to do business built on genuine customer insight and foresight, which is ethical and takes genuine responsibility.

### Track 7 Innovation

- Embrace innovation that is based on disruption and creativity, applied to everything from products to business models.
- Learn from the innovation of BlackBerry and 3M, and the market-redefining success of Cirque du Soleil and Ikea.
- Embed innovation in your business through disruptive and creative catalysts, and by managing innovation in a more holistic way.

## Part 3 COMPETING: THE TOUCH OF A MARKETING GENIUS

Deliver more distinctive and engaging marketing, in a way that Pablo Picasso, one of the few artists to become a legend in his own time, and Philippe Starck, the French designer of hotels and watches, would be proud of.

### Track 8 Propositions

- Explore what really creates value for customers today, and how to articulate your offer in a way that is distinctive and engaging.
- Consider the brand propositions of Tesco, the sub-branding of British Airways' Club World, and the re-emergence of the Mini.

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- Learn to develop customer value propositions that stand out from the crowd, through compelling scripts and memic messages.

### Track 9 Experiences

- Consider what creates a great customer experience, one that embraces cool design, personal service and theatre.
- Learn from the funkiness of Jones Soda, the function and form of Paul Smith, and the sexual thrill of Agent Provocateur.
- Improve your customers' experience through customer mapping, intelligent design, and more intuitive and theatrical delivery.

### Track 10 Connections

- Explore why integrated communications, inverted channels and new types of networks are essential to connect with customers.
- Reflect on the direct approach of Dell, the digital revolution of Amazon, the alignment of MTV and the buzz of Krispy Kreme.
- Learn to improve your customer connections through media and channel integration, and network marketing.

### Track 11 Relationships

- Consider the challenges of building customer affinity, loyalty and partnerships in today's promiscuous markets.

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- Explore the infectious loyalty of Panera Breads, and the customer relationship building of Centrica and Mercedes.
- Learn to build better customer relationships through affinity branding, loyalty ladders and partner development.

#### Part 4 LEADING: THE IMPACT OF A MARKETING GENIUS

Unlock the real value of your brands and marketing. Learn from Warren Buffett, the world's greatest financial investor, and Phil Knight's passion for performance and profits at Nike, to do great marketing that delivers exceptional business results.

#### Track 12 Performance

- Consider how to embrace more rigorous marketing measurement and optimization, internal and external reporting.
- Learn from the value-based approaches of Cadbury Schweppes and Diageo, and the brand building of Stella Artois.
- Improve your performance by embracing value-based marketing scorecards and metrics, and 'customer capital'.

#### Track 13 Marketers

- Consider why marketers must be the organization's champions of customers, innovation and growth.

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- Learn from the marketing leadership of Nestlé, the orientation of British Airways, and the sustained growth of Disney.
- Introduce a better approach to managing markets and brands, and innovation and growth in your organization.

### Track 14 Leadership

- Explore the leadership roles of marketers, functionally and cross-functionally, and why marketers make better CEOs.
- Be inspired by the passion of Richard Branson, the discipline of Jim Stengel and Terry Leahy, and the leadership of Meg Whitman.
- Learn how to be a more effective marketing leader and manager, and how to influence and drive the wider organization.

### Track 15 Futures

- Consider a future business world built around intelligent markets, insightful brands and inspiring marketers.
- Learn from the vision of Nike, the insight of Nokia, the innovation of Dyson and the innocence of Innocent.
- See the future of your markets and business, and how blogging, branding and the five balls might help.

## Part 5 THE GENIE: BECOMING A MARKETING GENIUS

You have the potential to be a marketing genius, seizing the challenges and opportunities of today's markets in more intelligent and imaginative ways. But where should you start? How can you and your marketing deliver extraordinary results?

### Genius lab

A simple diagnostic approach to understanding how you and your team can achieve 'genius': evaluating your marketing and personal strengths and weaknesses, and how you could become a genius marketer, delivering genius marketing.

Profile 1: Genius Marketing

Profile 2: Genius Marketers

Diagnostic 1: High Performance Marketing Map

Diagnostic 2: High Performance Marketer Map

### Genius catalysts

Fifty challenges for every marketer today – to make sense of markets and stand out from the crowd, improve your influence and reputation in the business, and deliver exceptional business results.

### Genius source

250 inspirations to provoke your thinking and inspire your action. A selection of leading brands

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and marketers, the most significant innovations and informative sources, to help you think and act more intelligently and imaginatively.

List 1: 50 Genius Brands

List 2: 50 Genius Marketers

List 3: 50 Genius Innovations

List 4: 50 Genius Concepts

List 5: 50 Genius Inspirations

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# Play

## So you want to be a genius?

The genius of marketing lies in the ability to connect outside and inside, markets and business, customers and shareholders, creativity and analysis, promises and reality. Genius marketers have both the intelligence and imagination to seize the best opportunities, and to deliver extraordinary results.

*Marketing Genius* is for marketers who want to make a difference.

While many people have challenged the rise of global brands, and the influence of marketing on our lives, few have come to its defence. Few have considered why good marketing matters more than ever, its contribution to our economic wealth, and why it is the most exciting place to work today. However, markets have changed; therefore, marketing is changing, and marketers need to change further if they are to achieve high performance.

*Marketing Genius* offers a radically new approach to marketing.

In fast-changing and competitive markets, it is not obvious where to focus investment short- and long-term, or how to create and sustain exceptional value for customers and shareholders. Business needs marketing and marketers like never before. This book gives you the ideas, insights and inspiration to build brands that are truly different, to develop more innovative solutions and engage customers more deeply.

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*Marketing Genius* is for everyone in business today.

Whether you are a communications specialist or market researcher, a brand manager or product developer, marketing leader or CEO, this book is for you. If you work in strategy or finance, sales or customer service, you will find it useful too. It is as relevant to large corporates as to small businesses, and agencies too.

### **Why did I write this book?**

I want to inspire you to think differently, and to do great marketing.

In recent years I have experienced some great marketing, alongside much mediocrity. I have met many stimulating and ambitious marketers, but also many others who lack the confidence to challenge the status quo, to make their great ideas happen, to seize the opportunity to lead their organizations.

I want marketing to succeed, to be the driving force of business, and to have the influence and respect as a profession that it deserves.

Marketing creates more economic value for business than any other activity, yet it is too often seen as a marginal activity, a support function and a tactical cost line. Marketing has an unmatched power base from which to drive the business – understanding the market, championing the customer, leading innovation, building the brand, driving profitable growth.

This requires an approach that is more strategic and commercial, innovative and engaging. Marketers must embrace the analytical rigour to connect passions with profits, but they must not lose their creative spark to reach out for what is new and different. Too many businesses, and their marketers, have become blinkered servants to process and numbers, which alone are increasingly commoditized and outsourced capabilities.

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In today's incredibly complicated world, every business faces enormous change, uncertainty and opportunity. The best ideas will make companies great. Customers, rather than capital, are increasingly the scarcest resources. Concept rather than knowledge management will matter more in the future.

I believe marketers are best positioned to address these challenges and others like them:

- People are more different – kids, for example, can typically do 5.4 things at once, while adults struggle to do 1.7 (and men even less).
- Traditional marketing approaches are under fire – 54% of US consumers have 'banned' telemarketing.
- Purchase decisions are made in an instant – the average decision about which brand to buy is made in 2.6 seconds.
- Markets are much more competitive than ever before – intensity has on average tripled in the last 10 years.
- Products are quickly imitated and outdated – life cycles have on average reduced by 70% in the same time.
- Customers face a confusing barrage of noise – the average person comes across approximately 300 messages every day.
- Technology has become central to our buying behaviours – the Internet is used by 42% of consumers before buying a new car.
- Yet people rely on people more than ever – 75% of consumers say they trust personal recommendation most.
- Proving the value of marketing has focused our minds on metrics – yet 60% of brand investments impact on future years, not this year.

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- Businesses are still incredibly short term – yet major investors look at the potential of the business beyond the next 4 years.
- The majority of a business' value is now based on intangible assets – accounting for 78% of *Fortune* 500's market value.
- Marketing talent is essential to business leadership – 21% of FTSE CEOs are marketers, and deliver 5.9% greater TSR than others.

Marketers have the unique talents to address today's intelligent and demanding customer, to bring direction and focus to their organization, and to drive the future profits that sustain business success.

### **What do I know about marketing?**

As a marketer, I have worked for some of the most fascinating companies in the world.

From my early days at British Airways, where we spent many hours trying to work out how to fit a bed into a business class cabin and still make money, to the brand and logistical challenges for Coca-Cola in entering emerging Eastern European markets, more radical solutions have been needed.

At American Express we recognized that the brand had to be more than a plastic friend, but had to convince the business leaders to step outside their safety zone. Then there were the significant cultural challenges in making the ultimate technology firm, Microsoft, a more customer-oriented business.

However, working with small companies has often provided the greatest learning experiences. From government agencies to small bakeries in The Netherlands, to the astronomical rise and then fall of Regus, the office service firm, small businesses have no alternative but to think

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differently in order to beat bigger rivals, to make the most of their strengths, and do more with less.

As CEO of the world's largest marketing organization, the Chartered Institute of Marketing, with 60,000 members in 131 countries, I was privileged to meet great marketers in every part of the world. I was motivated by the terrific energy and ideas that make marketers tick, their passion for brands and customers, to make a more valuable contribution to their businesses, and desire to succeed as a profession.

### **What has inspired me?**

Work experiences have not been my only inspirations, and nor should they be yours. Our perceptions and ambitions, the way we think and our confidence to act differently comes more from experiences outside the workplace. All sorts of personal experiences, large and small, have inspired me.

My first real experience of a market was in the small town of Rothbury, where I grew up. Every Wednesday I watched convoys of farm trucks arrive from every direction to buy and sell their cattle and sheep, and then depart again at the end of the day.

My parents always encouraged me to try new things, and from this grew my passions. Even when I traded in music lessons for the local running club, my Mum still encouraged me, and my Dad would drive me to races every week. I would never have done many things without their support and encouragement.

I loved winning too, in whatever I did. Once you taste success, you want more of it. I will never forget the first time I won the district schools' 1500m race as an 11 year old. And from that day, I was never afraid of putting myself on the line, in the pursuit of faster times, and the pure joy of sprinting through the finish tape before anyone else.

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At university I had a scientific curiosity. I studied physics, and in particular the superconductivity of atomic particles when cooled to  $-200$  degrees Celsius. Yet, while I was fascinated by the many still unexplained properties of nature, I was quickly bored by the need to solve long and repetitive algebraic equations.

Meeting your future partner is an electrifying moment. I will never forget the excitement of getting to know my wife Alison, who over the years has become my best friend, my motivation to do what I never thought possible, and my link to reality.

Of course I had sporting heroes like everyone else. Watching Sebastian Coe defy injury and illness to win his second Olympic gold medal, Steve Cram break world records every week, and Jonathan Edwards jump to lengths he just could not believe. I can still remember the dates, times and distances.

In the business world, the opportunity to innovate was what made me tick. In particular, working with colleagues and agencies at British Airways to truly let go of our beliefs and inhibitions, to create breakthrough ideas that would seek to redefine the travel industry, shaped my attitudes and ambitions.

Sometimes just being there is important too, to observe actions and sample the atmosphere. I was fortunate to work in Silicon Valley during the late nineties, to feel the energy and ambition of the entrepreneurs and investors who clambered to make their technological fortunes.

Perhaps most important in thinking about genius was meeting the successful people inside some of the world's great brands. From the outside they were names that I was in awe of. Inside, they were ordinary folk, desperate to learn from other companies and to improve what they do.

And at the end of the day, there is nothing like two young children to bring you down to earth. They rekindle the innocent joy of play, to sing and dance, talk and laugh, like nothing else in the world matters.

## marketing genius

These are some of the little things that have spurred me on. I am sure that you too have your own set of experiences that influence your beliefs and perspectives, guide your judgements and ambitions.

They have conditioned the way that I look at brands and their marketing, the way I read the many marketing books and learn from the companies and people around me. Books, of course, merely offer a point of view, and best practices are only one way to deliver results. The challenge is to select and apply the best ideas and insights in the right way for your business.

### What will you learn?

Imagine if you could see the emerging opportunities in your markets as well as Apple's Steve Jobs, address them with the vision of Jeff Bezos at Amazon, the leadership of eBay CEO Meg Whitman, and the commercial success of Nike's founder Phil Knight.

Imagine if you could transform your industry with the direction of Michael Dell, the innovation of James Dyson and the persistence of low-cost airline king Michael O'Leary. Imagine if you could build powerful brands like Scott Bedbury did for Starbucks and Nike, with the irreverence of Jones Soda founder Peter van Stolk, and the creativity of advertising's *enfant terrible* Trevor Beattie.

Imagine if you could deliver experiences with the aesthetics of iPod designer Jonathon Ive, the passion of sandwich entrepreneur Julian Metcalfe, and the effectiveness of P&G's top marketer, Jim Stengel.

*Marketing Genius* describes how you can do all of this:

- Make sense of today's complex and changing markets, and distinguish the hot spots, white spaces and black holes.

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- Become the driving force of your business strategy, identifying new sources of competitive advantage.
- Bring an outside-in approach to your whole business, and align the expectations of customers and shareholders.
- Balance delivering today with the need to create tomorrow, by gaining new insights into what really matters to customers.
- Build strong brands that engage and inspire people, and which also embrace a new level of ethical and social responsibility.
- Innovate products, markets and business models more radically, by harnessing technology and design in creative and unusual ways.
- Articulate customer propositions that are distinctive and compelling, and ensure that your communication is contagious and unforgettable.
- Connect with customers on their terms, in more knowledgeable and integrated ways, when, where and how they want.
- Serve customers in more personal, empathetic and human ways, delivering experiences that are compelling and enabling.
- Measure your marketing with accurate and actionable measures, optimizing your budgets and resources for a better return.
- Unlock the real economic value of your marketing, and realize your own potential as a marketer.

Every marketer has the ability to achieve 'genius', to combine your intelligence and imagination, to think more strategically and act more effectively, and to do what you might never otherwise have thought possible.

## How will it help you?

I hope that *Marketing Genius* gives you the confidence to do marketing that is more strategic, innovative and commercial.

While I have included many concepts, case studies and tools to help you, this is not an exhaustive guide to marketing, or a replacement for all the excellent theoretical texts.

Instead I seek to provoke your thinking, to illustrate connections, to highlight dilemmas, to suggest alternatives, and to stimulate more thoughtful yet radical action that delivers improved business results.

I hope it encourages you to see your market and business more holistically, to challenge conventions both outside and inside, and to remove the fear of areas of business that you perhaps understand less well.

Over the years, and in researching this book, I have become convinced that:

- Markets, complex and fast changing, competitive and borderless, are the best sources of opportunities for business today. They should be the stimulus and driving force of business purpose and direction, priorities and alignment.
- Marketing is the most important and exciting activity in business. It offers an essential mindset for everyone, particularly business leaders, and is the engine of strategy and brands, experiences and relationships, innovation and growth.
- Marketers are more valuable to their organizations than ever. They bring an outside-in perspective, with the ability to think creatively and analytically, strategically and practically, creatively and commercially.

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If we can achieve recognition of this through practical actions and results, then marketing will be a profession that we can all be proud of – respected by peers, valued by society, aspired to by the best young talent, and the breeding ground of future CEOs.

Marketing is the key to delivering extraordinary business results.

You have the talent and opportunity to apply the intelligence of Einstein and the imagination of Picasso, to make sense of markets and stand out from the crowd, and to deliver results that even Warren Buffett would be proud of.

You could be a marketing genius, if you want.

I will never forget the inspirational words that I learnt in my early days of marketing: 'Whatever you can do, or think you can do, begin it. For boldness has power, genius and magic in it.'

Be innovative. Be different. Be inspired.