

Index

- advertising 290–91
- Agent Provocateur 275–6
- Amazon 293–4
- American Express 230
- Apple Computer 36–8, 103–4, 146, 201
- Apple PowerBook 233–4
- ARM Holdings 222
- Armstrong, Neil 209
- Audi TT 237, 264

- balanced scorecard 341–3
- Beecham, Sinclair 154
- Belsay Hall (Northumberland) 213–14, 215
- Berners-Lee, Tim 301
- Bezos, Jeff 293–4
- Black & Decker 204–5
- Blackberry 201–2
- Bleustein, Jeff 253
- BMW 159, 166–7, 206, 250, 254
- Bowerman, Bill 105, 423
- Brabeck, Peter 376–7
- brand 3, 25–6, 139–68
 - activation 156–7
 - architecture 161–2
 - awareness 27
 - blogging 434–5
 - definition 139, 150–51
 - development 140
 - enabling people to do more 144–6
 - equity 147, 164, 167–8, 343
 - extensions 158–61
 - gateway 432–3
 - impact 163–5
 - ingredient 432
 - insightful 436–9
 - intelligent/imaginative 140
 - living the brand 152–4
 - management 382–3, 384
 - passion 440–41
 - passion branding 440–41
 - powerful 140–41
 - reflecting/engaging people 142–4
 - short-/long-term value 146–7
 - tattoo 320
 - value-based analysis 164–5
- Branson, Richard 148, 400–401
- Brin, Sergey 26
- British Airways 206, 245–6, 319, 380–83
- Browne, John 158
- Buffett, Warren 102
- business innovators 374, 385–6
- business models 220–23, 224–5
- business-to-business (B2B) 125, 324, 326
- business-to-customer (B2C) 324, 326

- Cadbury Schweppes 82, 83, 337–8
- Café Direct 184–6
- campaigns 90
- Carlson, Jan 143
- Centrica 316–17
- change drivers 30–31, 42
- chief executive officers (CEOs) 413–15, 417
- chief marketing officers (CMOs) 398–400
 - collaborative 398, 408–9
 - functional 398, 403–5
 - length of tenure 398–9
 - marketing 398, 413–15
 - see *also* leadership

- Christensen, Clay 204, 206
- Cirque du Soleil 217–18
- Club World (British Airways) 245–6
- Coca-Cola 74–7, 221, 448
- Cohen, Jack 238
- collaborative CXOs 398, 408–9
- communication 24, 40
 - effective 236–8
 - genius 463–4
 - integrated 290–93
- competition 25, 227–327
 - black holes 34
 - cool places 34
 - hot spots 33
 - white spaces 34
- competitive advantage 34, 134–5
- competitive positioning 135–6
- complexity 1, 23–54
 - competitor-collaborator distinction 30
 - coping with 27, 32–3
 - drivers of change 30–32
 - inside out/outside in 24
 - making sense of 25
 - perspective 24
 - structural/behavioural changes 33
- connections 5, 279–304
 - changes 280–83
 - channel integration 299–300
 - channel inversion 296–8
 - integrated communication 290–93
 - intelligent/imaginative 280
 - mapping 288–9
 - market networks 301–2, 304
 - media integration 294–5
 - conversation 236–8
 - core competence 115
 - Corre, Joseph 275
 - cost of capital 130
 - creative catalysts 211
 - creative disruption 204–9
 - creativity 86–7
 - customer 3–4, 169–96
 - behaviour 35–6
 - capital 363–6
 - champions 374, 379–80
 - changing 171
 - companies 188–91
 - coping with complexity 32–3
 - decision-making 229
 - ethnography 195–6
 - expectations 57
 - experiences 42
 - focus 188
 - foresight 172–3
 - intelligent/imaginative 170
 - loyalty 317–20
 - memetics 251–2
 - needs 180–81
 - partnering 324–6
 - predictability 25
 - product brand 154
 - research 174–8
 - responsibility 182–4
 - responsible marketing 186–7
 - script 243–5, 246–7
 - segmentation 170–71
 - transparency 172
 - trust 172
 - winning 231
 - customer management relationship (CMR) 308
 - customer relationship management (CRM) 58, 68, 172, 188–91, 305–27
 - customer affinity 313–15
 - intelligent/imaginative 306
 - loyalty 317–20, 322–3
 - partnering 324–7
 - relationship mapping 311–12
 - customer value 73–4
 - see *also* shareholder value; value; value-based marketing
 - customer value propositions (CVPs) 230–31
 - customer memetics 251–2
 - customer messages 243–5
 - customer scripts 246–7
 - development 241–2
 - intelligent/imaginative 230
 - neuro marketing 247–50
 - perceived value 233–8
 - value perceptions 232
- cycle times 41–2, 44
- DaimlerChrysler 321
- De Bono, Edward 208
- decision-making 117–19
- Dell Computer Corporation 212, 283–8
- Dell, Michael 283–5
- Dell's Direct Model 286–8
- design 263–5
 - function and form 267
- Diageo 344–50

- Disney see Walt Disney Company
 Disneyland 273
 distribution channels 296–8,
 299–300
 genius 464
 Dogs and Stars Chart 349
 Drucker, Peter 199
 Dyson, Brian 448
 Dyson, James 439–40
- eBay 51–2, 221, 416
 economic profit 130
 economic value 65, 70–71
 Einstein, Albert 86, 99–100
 Eisner, Michael 152
 employees 57
 corporate brand 154
 Enterprise Rentacar 131–2
 entrepreneurs 444
 expectations 2, 55–84
 delivering today/creating
 tomorrow 56
 experiences 5, 253–78
 being intuitive 270–71
 benefits-based 255
 customer theatre 272–5, 276–7
 forms 274–5
 how to do it 270
 intelligent/imaginative 254
 knowing what to do 270
 mapping 256–7, 261–2
 personal service 268–70
 why do it 270
- frontier people 443
 Fuller, Richard Buckminster 263
- futures 7, 419–49
 borderless economies 421
 brand blogging 434–5
 business structures/roles 422–3
 creative hotspots 423
 customer attitudes/behaviours
 421–2
 customer companies 423
 digital domains 421
 five balls analogy 447–9
 genetic segmentation 422
 global intimacy 422
 insightful brands 436–9
 intelligent markets 430–33
 intelligent/imaginative 420
 knowledge havens 422
 lifestyle fusion 422
 market level 421
 power bases 421
 sensing 428–9
- game changing 42
 Gardner, Dr Howard 250
 General Electric (GE) 206–7
 genius 2, 85–107
 analytical thinking 91
 attributes 89–93
 born or made 88
 brands 462, 469–72
 catalysts 8, 461–8
 communications 463–4
 concepts 47880
 conviction thinking 93
 creative thinking 90–91
 definition 93–7
 distribution channels 464
- doing 454–5
 dual thinking 91
 holistic thinking 92
 implementation 467–8
 innovation 465–6, 475–7
 inspiration 480–83
 intelligent/imaginative 86
 lab 8, 452–60
 marketers 472–4
 marketing 455–6
 observational thinking 91
 original thinking 90
 people 467
 performance 466–7
 potential 458–60
 pragmatic thinking 92
 pricing 465
 profile 97–8
 role 87–8
 source 8–9, 94–6
 space 453
 stimulus 88
 strategy 461–2
 thinking 453–4
 time 453
 use of creativity 86–7
 visual thinking 93
 volume thinking 92
 genius marketers 99–102, 457–8,
 472–4
 imagination 101
 impact 102
 intelligence 9–100
 Gillette 160
 Gladwell, Malcolm 229
 Google 26–9

- growth drivers 375, 389–90
- growth management 394
- Harley Davidson 272
- Hewlett-Packard 313, 439
- Higgs review 413
- holistic approach 59
- Hotmail 40
- HumanSigma approach 68
- IBM 160, 231
- Ikea 223–4
- lilly 313
- iMac 37, 201
- Innocent 444–7
- innovation 4, 197–225
 - concept change 215
 - context change 214–15
 - cosmetic change 214
 - creative catalysts 211
 - creative disruption 204–9
 - definition 198–9
 - development 212–17
 - early adopters/mass market gap 200–201
 - genius 465–6, 475–7
 - intelligent/imaginative 198
 - managing 388
 - pathway 202–3
 - reframing 219
 - sources 199–200
- intangible assets 360–61
- Intel 314
- intelligent markets 430–33
- intuition 270–71
- investor relations 366–7
- iPod 37–8
- iShuffle 38
- iTunes 38
- Jensen, Rolf 237
- Jenson, Bill 25
- Jet Blue 119–21
- Jobs, Steve 38, 100, 103–4
- Johnson Et Johnson credo 137–8
- Jones Soda 257–61
- Kaman, Nick 146
- Kamprad, Ingvar 223
- Kelleher, Herb 237–8, 307
- King, Lord 380
- Knight, Phil 102, 105–7, 423
- knowledge management 58
- Kodak 29, 159
- Krispy Kreme 302–3
- Kroto, Sir Harry 263
- Land Rover 125, 313
- Lazardis, Mike 202
- leader vs follower approach 125
- leadership 7, 329–417, 395–417
 - balanced 397–8
 - collaborative CXOs 408–9
 - influencing the business 411–12
 - intelligent/imaginative 396
 - managing marketing 406–7
 - roles 397, 398, 401–2
- Leahy, Terry 240, 410–11
- lean thinking approach 68
- Levi's 146
- Lindstrom, Martin 32, 320
- loyalty cards 319–20
- loyalty ladder 319, 322–3
- McDonald's 220
- Macintosh see Apple Computer
- Malcolm, Rob 347, 350
- management 396–7, 402
- market
 - focus 129–31
 - mapping 34–6, 39
 - networks 301–2
 - new 42
 - perspectives 123–6
 - posture 124–5
 - power 48–50
 - segments 25
 - selection 127–8
 - shaping 42
 - space 29
 - speed 40–44
 - value 77–8
 - vortex 47
- Market Radar 35
- market research 174–8
 - analysis/ordering frameworks 176–7
 - approaches 175–8
 - data collection 174–5
 - interpretation 175
- market strategy 115, 121–2
 - choices 116–17
 - dimensions 116
- marketers 6–7, 369–94
 - brand management 384
 - business innovators 374, 385–6
 - business priorities 370–71
 - CEO perceptions 372–3

- challenges/opportunities 371–2
- customer champions 374, 379–80
- functional activities 373–4
- genius 472–4
- growth drivers 375, 389–90
- imperatives for change 375–6
- inspired 442–4
- intelligent/imaginative 370
- managing growth 394
- managing innovation 388
- managing markets 378
- role 374–5
- marketing
 - affinity 308, 313–15
 - CEOs 398, 413–15
 - description 55–6
 - genius 455–6
 - managing 406–7
 - metrics 340–43
 - optimization 352–3
 - outside-in perspective 56–9
 - peripheral function 55
 - reporting 357–63
 - responsible 186–7
 - reverse 54, 282–3
 - scorecards 351
 - shaping strategies 56
- Marketing Society 370–74
- Marshall, Colin 380
- Mauborgne, Renee 217
- media integration 294–5
- memes 248–50
- Mercedes 320–22
- Metcalfe, Julian 154
- Metcalfe's Law 31
- Microsoft 60–63, 159
- Mini 250–51
- mission statement 67, 202
- Mitchell, Alan 290
- Moore, Geoffrey 31, 200
- Moore's Law 31
- MTV 298–9
- Multiple Intelligence Theory 250
- Neeleman, David 119–21
- Nestlé 376–7
- networks 31, 40, 301–2, 304–5
- neuro marketing 247–50
- new product development (NPD) 216–17
- Nike 105–7, 143, 146, 423–8
- Niketown 272
- Nokia 433–4
- Novartis 114
- Ohga, Norio 263
- Operating and Finance Review (OFR) 359–62
- operating profit 80
- outside-in strategy 56–9, 115, 408
- Page, Larry 26
- Panera Breads 309–11
- partner development 324–7
- PayPal 52
- Peppers, Don 306
- performance 6, 331–67
 - customer capital 363–6
 - genius 466–7
 - incentives 58
 - intelligent/imaginative 332
 - measuring 333–7, 340–43
 - optimization 352–3
 - reporting 357–63
 - scorecards 341–3, 351
 - value-based marketing 338–9
- personal service 268–70
- Philips 314, 386–7
- Picasso, Pablo 101
- Pixar 103
- portfolio analysis 132–3
- power profile 53
- Prêt à Manger 154–6
- Procter & Gamble (P&G) 192–5, 405–6
- product development 43, 216–17
- product life cycle 130
- profit 72, 130
- propositions 4–5, 229, 230–31
 - see *also* customer value propositions (CVPs)
- Radcliffe, Paula 447
- radio frequency identification devices (RFID) 431
- Rees, Serena 275
- Regus 222
- Reicheld, Fred 317–18
- relationship marketing 5–6, 306–7
 - see *also* customer relationship marketing (CRM)
- Research in Motion (RIM) 201–2
- return on investment (ROI) 355–6
- revenue driver 80
- risk/reward 35
- Roberts, Kevin 37, 144
- Roddick, Anita 263

- Rogers, Martha 306
- Sarbanes Oxley 358–9
- satisfaction scores 81
- Saxby, Robin 222
- scenario development 35
- Schultz, Howard 44, 143
- Sculley, John 103
- Sears 147
- Seymour, Richard 264
- Shaich, Ron 309–10
- shareholder value 57, 58, 65, 66,
70–72, 80
see *also* customer value; value;
value-based marketing
- shareholders 57–8, 147
- Shell 314
- Six Sigma 58
- Sky TV 126–7
- Smirnoff 74
- Smith, Paul 265–6
- Sony 144
- Southwest Airlines 307
- stakeholders 58, 64
- Starbucks 44–6, 143, 268
- Starck, Philippe 101, 104–5
- Stella Artois 354–5
- Stengel, Jim 405–6
- Stolk, Peter van 258–61
- strategy 3, 111–38
- choices 127–8
- competitive positioning 135–6
- definition 112–14
- direction/perspective 123–6
- focus of effort 129–31
- genius 461–2
- inadequacy 112–13
- intelligent/imaginative 112
- leaders/followers 125
- making choices 117–19
- market 115–17, 121–2
- market advantage 134–5
- outside in 115
- portfolio analysis 132–3
- types 113
- Sunderland, John 82
- 3M 209–11
- Taylor, David 158
- Taylor, Jack 131–2
- technology 205
see *also* innovation
- telemarketing 32
- Tesco 238–41, 410–11
- Thomas, Freeman 264
- Total Quality Management (TQM)
58, 189
- total shareholder return (TSR)
71
- Toyota 67–8, 160
- Unilever 129
- value
creation 58, 64–7, 69,
130
destroyers 130
disciplines 134
drivers 80
perceived 233–8
see *also* customer value;
shareholder value;
value-based marketing
- value propositions see customer
value propositions
(CVPs)
- value-based marketing 79–83,
338–9
see *also* customer value;
shareholder value;
value
- Virgin Group 148–50
- Virgin Mobile 212
- VW Beetle 264
- Walt Disney Company 159,
390–93
- Welch, Jack 40, 206, 238
- Whitman, Meg 416
- Zara 178–80

