

# INDEX

## A

- Aaker, D., 32
- Accountability: “Big M” marketing and mind-set of, 156–157; increasing mandate for, 148–149; Visionary Leadership Profile required for true, 156–157
- Action orientation, 151
- Acura, 54
- “Acura Experience” (W Hotels), 54–55
- Administrative trap, 61–62
- Adobe: brand loyalty cultivated by, 74–75; P&L mind-set used by, 32–33; revolutionizing approach to innovation by, 106–107, 109
- Adobe Creative Suite 4, 106
- Adobe Labs website, 106
- Adobe TV, 106
- AdSense for Content, 133
- Advertising Age*, 1, 19, 34, 76
- Advertising Age’s* 2008 Marketer of the Year, 85
- Aloft, 128
- Amazon user-generated reviews, 76
- American Express, 54, 133, 205
- AOL Time Warner, 126
- Apple: brand identity of, 68; brand network and touch points, 96–98; galvanizing platform and big idea used at, 55; giving up command and control of brand at, 73; as Instinctive Marketer’s organization, 14; pervasive innovation at, 108; positioning by, 191; sources of inspiration used at, 54
- Apple Stores, 98

- Archetype I (Instinctive Marketers):  
description of, 14–15; leadership  
catalysts among, 122; leadership  
profiles of, 24t–25t; organizational  
characteristics of, 22t;  
organizational implications of, 15
- Archetype II (High-Powered  
Marketer): description of, 15–17;  
leadership profiles of, 24t–25t;  
organizational characteristics of,  
22t; organizational implications  
of, 17
- Archetype III (Aspiring Marketer):  
description of, 17–18; leadership  
profiles of, 24t–25t; organizational  
characteristics of, 22t; organizational  
implications of, 18–19
- Archetype IV (Disciplined  
Marketer): description of, 19–20;  
leadership profiles of, 24t–25t;  
organizational characteristics of,  
22t; organizational implications of,  
20–21
- Archetype V (Old School Marketers):  
description of, 21; leadership  
profiles of, 24t–25t; organizational  
characteristics of, 22t;  
organizational implications of, 21
- Aspiring Marketers (Archetype  
III): description of, 17–18;  
leadership profiles of, 24t–25t;  
organizational characteristics of,  
22t; organizational implications of,  
18–19
- Association of National Advertisers/  
Booz Allen study, 43
- AT&T, 155, 200
- Authentic brands, 86–88
- B**
- Ballew, P., 147, 149, 154, 155
- Bernoff, J., 75
- Best Buy: Blue Shirt Nation program  
of, 54, 91–92, 129; Geek Squad  
of, 105, 129; harnessing customer  
insights at, 29–30, 122; internal  
networks of, 54; internal/external  
co-creation at, 129; Third Shift  
internalized at, 105
- “Big M” marketing experimentation:  
challenge of creating genuine,  
157–159; creating marketing  
playbooks for in-market success,  
162–168; taking it to the  
integrated level, 159–162
- “Big M” marketing shift:  
accountability mind-set for,  
156–157; accurately evaluating  
marketing expenditures for,  
169–170; commoditization forcing  
reevaluation of, 149; customer  
insights applied by, 154–155;  
examining challenges required by,  
152–153; experimentation at core  
of successful, 157–168; linking  
effective marketing and ROI for,  
170–172; marketing excellence  
decision tree used for, 166, 167fig;  
marketing expenditures scrutinized  
for, 155–156; P&L mind-set  
required for, 153–154; sophisticated  
marketing skill set for, 153–154;  
summary and review of, 214–215.  
*See also* Marketing
- Bill Me Later, 81
- Blank, A., 14
- Blann, J., 54, 133
- Blogs: Dell Hell crusade, 89; “I hate  
Comcast,” 88; influence of, 76–77;  
LifeDev, 136; Walmart, 99; Zappos’  
use of, 188–189
- Bloom, J., 76
- Blue Shirt Nation (Best Buy), 54,  
91–92, 129

- Boards: accountability mandate response by, 149; disposition toward Visionary Marketing, 10–11. *See also* CEOs (chief executive officers)
- Boeing: brand authenticity stressed at, 87; customer co-created innovation by, 126–127; Passenger Experience Research Center (PERC) launched by, 126–127
- Boston Consulting Group survey (2008), 109, 113
- Bottom-up transformation: GE Healthcare example of, 194–195; relentless customer focus through, 192–195; United Airlines' example of, 192–194
- BP, 51, 205
- Brand Asset Management* (Davis), 48
- Brand Council, 199–202
- Brands: Apple's brand network, 96–98; authenticity of, 86–88; blog discussions regarding, 76–77, 88; building networked customer trust in, 75–78; common CEO misconceptions about, 4; focus on building fewer and stronger, 50–51; how customer views your, 184*fig*; lack of control over discussions about, 76–77; Nike's command and control of, 73; sustainable innovation and increased value of, 118
- Branson, R., 55, 122
- BtoB Magazine*, 126
- Buffett, J., 66
- Buffett, P., 66
- Building a Brand-Driven Business* (Davis), 93, 199–200
- Burger King Corporation: as Aspiring Marketing organization, 17–18; cross-functional coalitions at, 196; disposition toward Visionary Marketing by, 10–11; 60plus idea mind-set of, 152; Whopper Bar innovation of, 117
- Burke, S., 51, 52–53, 169–170, 194, 195
- Business impact: aligning marketing strategies for, 43–44; credibility and trust for, 32–33, 35–38, 196–197; customer insights driving, 28–31, 39; five-step marketing strategy plan for, 57–60; growth agenda for, 38–57, 199–207; marketing dialogue for, 58–63; marketing infrastructure as driving, 40; P&L mind-set for, 31–35, 148, 153–154, 197–199; shifting from marketing strategies to, 39–40; summary and review of, 213–214
- Business Week/Interbrand Best Global Brands* study, 88
- Business-marketing alignment, 43–44
- BusinessWeek*, 66, 121
- Butcher, P., 40
- C**
- Capital One, 50, 151
- Car buying, 78–79
- Cargill: Brand Council formed at, 201–202; customer-led innovation at, 109, 111; mission statement of, 111; organizational transformation of, 200–202
- Carlson Hotels Worldwide, 12–13, 34, 35, 156
- cars.com, 78
- Cary, D., 33, 192–194, 195
- CDW, 136
- CDW Customer First program, 136
- Center for Open Innovation, 123–124
- Centralized firms, 205–207

- CEOs (chief executive officers):  
 accountability mandate response by, 149; *Advertising Age* headlines on resignations of, 1; aligning marketing strategies, 57–58; bridging the today-tomorrow gap, 60; capturing the imagination of the, 44–45; disposition toward Visionary Marketing by, 10–11; engaging in meaningful strategy dialogue, 58–59; organizational transformation role of, 207–208; reasons for refusal to shift by, 3–4. *See also* Boards
- Charles Schwab Corporation: brand authenticity of, 87; cross-functional coalitions at, 196; on customer trust, 76; embracing small wins for big changes at, 196; growth agenda approach at, 42; as Instinctive Marketer's Organization, 14; marketing effectiveness at, 172; online community for investors created by, 156; P&L mind-set adopted at, 32
- Chennault, K., 54
- Chesbrough, H., 123, 124
- Chidsey, J., 41
- Citizen Marketing, 69
- Clark, R., 16–17, 27–28, 39, 44–45
- Clouser, R., 200, 202–205
- CMO Council, 182, 185
- CMO *Magazine*, 189
- CMOs (chief marketing officers):  
 avoiding the administrative trap, 61–62; composite job description for, 9; embracing notion of directionally correct marketing, 152; evolution from Tactician to visionary marketer, 7*fig*–8; key study findings on customer involvement of, 182; marketing dialogue role of, 61; Marketing Playbook experimentation by fashion world, 163; visionary marketers approach as, 5–13. *See also* Leaders/leadership profiles; Visionary Marketers
- CNET, 77
- CNN, 77
- Co-created innovation: customer, 125–128; employee, 128; internal/external, 129–131
- Coalition building: credibility and trust through, 196–197; P&L mind-set for best approach to, 197–199
- Coca-Cola Company, 30, 87
- Comcast, 88
- ComcastCares Twitter, 88
- Communication: Best Buy's Blue Shirt Nation forum for, 54, 91–92, 129; blogs, 76–77, 88, 89, 99, 136, 188–189; Charles Schwab online community, 156; galvanizing Network using Obama style, 83–86*fig*; moving to engagement and participation from, 79–83; online discussion/blogs, 76–78; social networking approach of Obama campaign, 84–85; social networking websites form of, 77, 84, 84–86*fig*, 199; Twitter, 77, 82, 88, 188–189
- Communispace, 136
- Community innovation collaboration, 135–136
- Companies: building superior reputation, 47; centralized versus decentralized, 205–207; combining archetypes and success enablers of, 21–26; how customers view your, 184*fig*; marketing organization archetype of, 13–21, 22*t*, 24*t*–25*t*; success factors of, 10–13. *See also*

- Employees; Innovation; Mind-sets; Organization transformation
- Company success factors: board and CEO disposition toward Marketing as visionary, 10–11; characteristics of individual marketer, 12; comparing two case studies on, 12–13; organizational history and industry dynamics, 11; previous marketing success within organization, 11–12
- Competitive Intelligence* (Kahaner), 50
- Comstock, B., 4, 34, 51–52, 71, 116, 117, 153–154, 207
- Consumer Reports*, 77, 79
- Creating Organizational Transformations* study, 190
- Credibility: coalition building and creation of, 196–197; earning organizational trust and, 35–38; P&L mind-set to build, 32–33
- Crest Weekly Clean Intensive Cleaning Paste, 82
- Cross-functional coalitions, 196–199
- Cummings, J., 84
- Customer focus: bottom-up transformation for, 192–195; Brand Council evolving to Growth Councils for, 199–202; DKSH's move toward embracing, 177–181; Fifth Shift as moving toward, 26, 176–177; inspiring organization alignment for, 186–191; key study findings on CMO and, 182; Procter & Gamble's, 189–190; realities of relentless, 181–183; start working inward from customer for relentless, 183–186; summary and review of, 215; Visionary Marketers' additional transformational igniters for, 195–199; Zappos' approach to, 15, 75–76, 188–190; Zurich Financial's growth agenda and, 202–205. *See also* Organization transformation
- Customer insights: “Big M” marketing application of, 154–155; decision making driven by, 29–30; as driving business impact, 39; repositioning as marketing asset, 30–31; as secret weapon, 28–29
- Customer loyalty: Adobe and Google cultivation of, 74–75; as driving business impact, 39; mystarbucksidea.com program to build, 80–81
- Customer relationship management (CRM) system: collaboration as key to successful, 176–177; upgrading the, 56–57; Visionary Marketer role in facilitating, 57
- Customer segments: building deeper relationships with target, 49; exploiting intelligent technologies to gather data on, 49–50; Marketing Playbooks for regional versus, 164–166
- Customer zealot, 137–139
- Customer-data technologies, 49–50
- Customer-led innovation: Cargill's shift to, 109, 111; GE's shift to, 109, 111–112; Google's shift to, 109, 110–111; power of co-creation and, 125–128; Procter & Gamble's shift to, 109–110; shifting toward, 108–109
- Customers: building trust with networked, 75–78; placed at center of the universe, 56; Twitter communication used by, 77, 82. *See also* Stakeholders

## D

*The Dance of Change* (Senge), 62  
 Decentralized firms, 205–207  
 Dell Computers, 14, 89–90, 108  
 Dell Hell crusade blog, 89  
 Dell, M., 14, 122  
 Dell Marketing, 34  
 Dell Services, 3, 51  
 Diageo, 18  
 Differentiation challenge, 149  
 Dillon, M., 87  
 Directionally correct  
   marketing, 152  
 Disciplined Marketers (Archetype IV):  
   description of, 19–20; leadership  
   profiles of, 24t–25t; organizational  
   characteristics of, 22t; organizational  
   implications of, 21  
 Disney, 54, 190–191, 191  
 DKSH: Marketing Playbook bringing  
   success to, 179fig; moving toward  
   customer focus at, 177–181  
 Dow, 40  
 Dunaway, C., 16  
 Dunn, M., 155, 199  
 Dyson, 134–135  
 Dyson School of Design  
   Innovation, 135

## E

eBay, 10, 16, 74–75, 81, 195  
 EBITDA goals, 41  
 Edmunds.com, 78  
 Educating Women and Girls  
   Initiative, 47  
 Edwards, T., 67, 68  
 Elf Yourself viral video campaign  
   (OfficeMax), 95–96  
 Eliason, F., 88  
*The Ellen DeGeneres Show*  
   (TV show), 100  
 Emerson, 51

Employees: Best Buy's Blue Shirt  
 Nation forum for, 54, 91–92,  
 129; innovation co-creation  
 with, 128; organizational design/  
 culture supporting innovation by,  
 132–1343; sustainable innovation  
 and energized, 118–119; touch  
 points of, 92t; Zappos' treatment  
 of, 188–189. *See also* Companies;  
 Stakeholders  
 Erdem, T., 171  
*The Evolved CMO* study, 182  
 Experimentation. *See* “Big M”  
   marketing experimentation  
 Exxon Mobil, 47

## F

Facebook, 77, 79, 84  
 Facilitators: characteristics of, 8;  
   evolution to Visionary Marketer  
   from, 7fig–8  
 Farley, J., 18  
 Fidelity, 156  
 Field, P., 83, 84  
 Fifth Shift: bottom-up transformation  
   for customer focus during,  
   192–195; Brand Council evolving  
   to Growth Councils during,  
   199–202; critical questions to  
   ask during, 185; customer as  
   focus during, 176–177; DKSH's  
   customer focus during, 177–181;  
   inspiring organization alignment  
   for customer focus, 186–191;  
   Monday Morning tips on, 208–209;  
   from operational focus to relentless  
   customer focus, 26; organization  
   transformation during, 186–208;  
   realities of relentless customer  
   focus during, 181–183; start  
   working inward from customer  
   during, 183–186; summary

- and review of, 215; Visionary Marketers' additional transformational igniters during, 195–199; Zurich Financial's growth agenda during, 202–205
- Finlay, R., 82
- Firms. *See* Companies
- First Shift: aligning business and marketing strategies, 43–44; capturing the CEO's imagination during, 44–45; from creating marketing strategies to drive business impact, 23; creating P&L mind-set, 31–35; customer insights as secret weapon for, 28–31; earning organizational credibility and trust during, 35–38; five-step plan to victory during, 57–60; illustrated diagram of, 28; Monday Morning tips on, 63–64; setting the growth agenda during, 38–42; summary and review of, 213–214; twelve strategic growth topics during, 45–57
- Fisher, A., 90, 124
- FlyerTalk blog, 76
- Ford, 18
- Fornell, R., 19
- Forrester Research, 75, 182
- Fortune* magazine, 90, 124, 191
- 4 P's. *See* Kotler's 4 P's
- Fourth Shift: accountability mandate during, 148–149; action orientation during, 151; availability of sophisticated measurement tools during, 150–151; “Big M” marketing shift required during, 149, 152–157; differentiation challenge during, 149; evolving definition of marketing during, 145*fig*; experimentation at core of success during, 157–168; increased demand for meaningful measurements/metrics, 151–152; linking ROI and marketing during, 170–172; from managing marketing investments to inspiring marketing excellence, 26; managing marketing investments to inspiring marketing excellence essence of, 146–147; marketing excellence, growth, and accountability during, 147–148; marketing expenditures during, 169–170; Monday Morning tips on, 172–174; redefining the idea of marketing during, 143–144, 146; summary and review of, 214–215
- Francis, M., 191
- Frito-Lay, 16, 195
- ## G
- Galvanizing network. *See* Network Era
- Gambill, M., 136
- “Gamma Women” report (Meredith Corporation), 101
- GE Capital Solutions, 16
- GE Commercial Finance, 16
- GE Corporate, 16
- GE (General Electric):
- authenticity stressed by, 87; blended approach adopted by, 207; cross-functional coalitions at, 196; customer-led innovation by, 109, 111–112; evaluating marketing expenditures at, 169–170; Imagination Breakthrough (IB) proposals at, 112; learning culture of, 134; network approach by, 71; pervasive innovation of, 108; Visionary Marketer's innovation role at, 116–117

- GE Healthcare's Diagnostic Imaging (DI) Group, 52, 194–195
- Geek Squad (Best Buy), 105, 129
- Gibson, C., 48, 147–148, 160–161
- “The girl effect,” 66
- Gizmodo blog, 76
- Global branding, 39
- Goodman, S., 29, 52, 54, 132, 154, 155
- Google: customer loyalty cultivated by, 74–75; customer-led innovation by, 109, 110–111; pervasive innovation benefits by, 108, 119*fig*; supportive innovation culture of, 133; 20% time rule of, 133
- Google Docs, 136
- Google News, 133
- Google Suggest, 133
- Griffin, J., 101
- Groobey, C., 81–82
- Groundswell* (Bernoff), 75
- Growth agenda: Brand Council evolving to Growth Councils for, 199–202; bridging today-tomorrow growth gap, 48; First Shift setting of the, 38, 40–42; role of marketing in, 40–41; shift from marketing strategies to driving business impact, 39–40; twelve strategic growth topics of, 45–57; Zurich Financial's Growth Council for, 202–205
- Growth Councils: moving from Brand Council to, 199–202; organizational transformation through global, 205–207; Zurich Financial's customer focus through, 202–205
- Guinness World Records*, 95
- H**
- Hallmark, 135
- Harrah's, 50, 151
- Harris, B., 16, 30, 36, 41, 62
- Heidrick & Struggles, 182
- Henson, D., 16
- High-Powered Marketers (Archetype II): description of, 15–17; leadership profiles of, 24*t*–25*t*; organizational characteristics of, 22*t*; organizational implications of, 17
- The Home Depot, 14
- How Companies Approach Innovation* (McKinsey Quarterly), 114
- HP (Hewlett Packard), 135, 205
- Hsieh, T., 15, 55, 75, 76, 187, 188–189, 195
- Huang, C., 156
- The Hub*, 95–96
- Hughes, C., 84
- Hurd, M., 19
- Hyatt, 37, 199
- Hyatt *yatt'it* network, 199
- I**
- “I hate Comcast” blogs, 88
- IBM: big media spending by, 155; internal/external co-creation at, 129–130; “jamming” innovation approach at, 130; leadership catalysts at, 121–122
- Idea Storm (Dell website), 90
- “Ideas Made Here” (Fisher), 124
- “I'm Lovin' It” campaign (McDonald's), 87
- Immelt, J., 111–112, 116–117, 153
- Ingersoll Rand, 51
- Innovation: Boston Consulting Group survey (2008) on, 109, 113; employee co-creation of, 128; fusing visionary marketing and, 137–140; internal/external co-creation of, 129–131; managing pipeline of, 53; Model Innovator lessons on, 120–137*fig*; Monday

- tips for, 140–141; power of open, 123–124; shift toward customer-led, 108–114, 125–128; sustainable pervasive, 118–120; Visionary Marketers transforming internal, 112–114, 116–118; why efforts fall short, 114–116. *See also* Companies; Pervasive innovation
- Innovation Consultancy Persuasion Arts and Sciences, 54
- Innovation enablers: clarity in innovation strategy and leadership, 131–132, 137*fig*; enhanced skills, knowledge, and competencies, 134–135, 137*fig*; required tools and processes for success, 135–137*fig*; supportive organizational design and culture, 132–134, 137*fig*
- Instinctive Marketers (Archetype I): description of, 14–15; leadership catalysts among, 122; leadership profiles of, 24*t*–25*t*; organizational characteristics of, 22*t*; organizational implications, 15
- Integrated experimentation: benefits of, 159–160; example of using, 160*fig*
- J**
- Jarvis, J., 89
- Jarvis, M., 89–90
- J.D. Power, 77, 79
- JetBlue's BlueDay, 100
- Jim Beam Brands, 82
- Jobs, S., 14, 55, 96, 122
- Joga.com, 66
- Johnson, B., 34
- JohnsonDiversey, 32
- Jott, 136
- Judge, B., 28, 29–30, 38, 54, 61, 105, 122, 146
- Just Do It* (Nike), 65
- K**
- Kahaner, L., 50
- Klein, R., 4, 17, 18, 41, 122, 152
- Kluster, 135–136
- Knight, P., 14, 65, 68
- Kotler, P., 36
- Kotler's 4 P's: accurately evaluating marketing expenditures across, 169–170; applying advanced experimentation across the, 159–160; differentiation challenge and, 149; Marketing Playbooks used across, 168; measuring success across, 147–148; optimizing marketing across the, 48; P&L mind-set incorporated with, 36; reviewing Visionary Marketing approach to, 214–215. *See also* Marketing
- Kraft, 136
- Krause, B., 54
- L**
- Lafley, A. G., 16, 189, 190
- Lance Armstrong Foundation, 66
- LaPenotiere, Y., 12–13, 34, 156–157
- Lauren, R., 87
- Leadership catalysts, 121–123
- Leaders/leadership profiles: Archetype I (Instinctive Marketers), 14–15, 22*t*, 24*t*–25*t*, 122; Archetype II (High-Powered Marketer), 15–17, 17, 22*t*, 24*t*–25*t*; Archetype III (Aspiring Marketer), 17–19, 22*t*, 24*t*–25*t*; Archetype IV (Disciplined Marketer), 19–21, 22*t*, 24*t*–25*t*; Archetype V (Old School Marketers), 21, 22*t*,

Leaders/leadership profiles: (*continued*)  
 24*t*–25*t*; characteristics of, 8;  
 clarity through inspired, 187–190;  
 evolution to Visionary Marketer  
 from, 7*fig*, 8; “Zappos’ Ten Core  
 Values” through, 187–188. *See also*  
 CMOs (chief marketing officers);  
 Visionary Marketer profile;  
 Visionary Marketers  
 LendingTree.com, 16, 30, 41  
 Lewnes, A., 32–33, 74, 106, 122  
 LifeDev blog, 136  
 Long, T., 16  
 Loop’d Network, 66  
 Loveman, G., 50  
 Ludescher, M., 177, 179–180

## M

Malcolm, R., 18  
 Mapping touch points, 93  
 Marketing: action orientation  
 of, 151; availability of tools  
 measuring results of, 150–151;  
 CEO devaluation of, 3–4;  
 circular mentality of traditional,  
 2–3; directionally correct, 152;  
 driving business impact driven  
 by infrastructure, 40; evolving  
 definition of, 145*fig*; growth agenda  
 role of, 40–41; linking ROI and  
 effective, 170–172; optimizing  
 across Kotler’s 4 P’s, 36, 48,  
 147–148, 149; redefining the idea  
 of, 143–144, 146; tactical nature  
 of traditional, 3. *See also* “Big M”  
 marketing shift; Kotler’s 4 P’s;  
 The Shift  
*The Marketing Accountability  
 Imperative* (Dunn and Halsall), 155  
 Marketing dialogue: equipping C-  
 suite to engage in meaningful,  
 58–59; keeping it on track, 61–63;

permanently changing the, 63;  
 starting and leading the, 59–60  
 Marketing excellence decision tree,  
 166, 167*fig*  
 Marketing expenditures: accurately  
 evaluating annual, 169–170;  
 availability of tools measuring  
 results of, 150–151; “Big M”  
 marketing and scrutinized,  
 155–156; summary and review  
 of managing, 214–215; tied to  
 expected ROI, 149. *See also* ROI  
 (return on investment)  
 Marketing experimentation. *See*  
 “Big M” marketing experimentation  
 Marketing imperatives: own the, 60;  
 owning the right, 56–57  
 Marketing organization archetypes:  
 1. the instinctive marketer’s  
 organization, 14–15, 22*t*, 24*t*–25*t*;  
 2. the high-powered marketing  
 organization, 15–17, 22*t*,  
 24*t*–25*t*; 3. the aspiring marketing  
 organization, 17–19, 22*t*, 24*t*–25*t*;  
 4. the disciplined marketing  
 function, 19–21, 22*t*, 24*t*–25*t*;  
 integrating company enablers and,  
 21, 23, 26; leadership profiles  
 and, 24*t*–25*t*; summary of, 22*t*  
 Marketing outcome metrics:  
 availability of tools for, 150–151;  
 increasing demand for, 151–152;  
 Tactician Marketers use of  
 traditional, 151–152  
*Marketing Outlook* study (2008),  
 182, 185  
 Marketing Playbooks: creating  
 detailed, 162; DKSH’s successful,  
 179*fig*; example of market-level,  
 165*t*; for the fashion world, 163;  
 in-market success through use of,  
 166, 168; marketing excellence

- decision tree for using, 166, 167*fig*;  
P&L mind-set incorporated in, 36;  
regional versus segment-specific,  
164–166
- Marketing strategies: aligning business  
strategies with, 43–44; avoid taking  
on too much, 62; using big ideas to  
galvanize, 55; clarity in positioning,  
190–191; experimentation at core  
of successful “Big M,” 157–168;  
inspiring organization with world-  
class, 52–53; network building  
for innovative, 53–55; owning  
the right imperatives for, 56–57;  
reviewing First Shift creation of,  
213–214
- Marketing strategy steps: 1. get  
alignment, 57–58; 2. equip C-  
suite to engage in meaningful  
dialogue, 58–59; 3. start and lead  
the dialogue, 59–60; 4. lay out  
strategies to bridge today-tomorrow  
gap, 60; 5. own the imperatives, 60
- Marketing-business alignment, 43–44
- Martha Stewart Living  
Omnimedia, 14
- McAveety, P., 128
- McCain campaign, 85
- McCarron, S., 47
- McDonald’s, 87–88
- McGregor, J., 121
- McKinsey Quarterly, 114
- McKinsey’s *Creating Organizational  
Transformations* study, 190
- Meredith Corporation, 101
- Meredith Publishing, 101
- Meyer, S., 3–4, 6, 34–35, 37, 38, 51
- Miller, 16
- Mind-sets: “Big M” marketing and  
accountability, 156–157; expansive  
network leading to expansive,  
123–131; experimentation,  
157–159; P&L, 31–35, 148,  
153–154, 197–199; 60plus idea,  
152. *See also* Companies
- MIT Enterprise Forum, 135
- Model Innovator lessons: benefits of  
studying, 120–121; enablers for  
pervasive innovation, 136–137*fig*;  
expansive network leads to  
expansive mind-set, 123–131;  
leadership catalysts, 121–123;  
organizational enablers, 131–136
- Moleskine Notebook, 136
- Monday Morning tips: on Fifth Shift,  
208–209; on First Shift, 63–64; on  
Fourth Shift, 172–174; on Second  
Shift, 101–103; on Third Shift,  
140–141
- MyBo (networking website), 84
- MySpace, 77
- mystarbucksidea.com, 80–81

## N

- Nardelli, 14
- National Football League (NFL),  
5, 99, 121, 147
- Nationwide, 147, 154
- NBC Entertainment, 3, 35
- NBC Marketing, 122
- Ness, A., 111, 200–201, 207
- Network Effect, 55
- Network Era: cultivating broad  
internal/external networks,  
53–55; expansive mind-set through  
expansive networking, 123–131;  
five core dynamics of, 69–71;  
four success principles of, 72–88;  
Monday Morning tips on, 101–103;  
Obama campaign, 83–86*fig*;  
summary and review of, 214;  
taking opportunities to galvanize  
networks, 98–101; thriving in the,  
71–72

Network Era principles: 1. from control to influence, 72, 73–79; 2. from push to pull, 72, 73–79; 3. from communication to engagement and participation, 72, 79–86fig; 4. from closed to open, transparent, and authentic, 73, 86–88

Network touch points: Apple's creation of, 96–98; Dell case study on, 89–90; impact of short-versus long-term, 94–96; mapping your, 92–94; Obama campaign, 86fig; prominent stakeholder, 92t; understanding the complete network of stakeholders for, 91–92; understanding your brand, 88, 91

*New York Times*, 67, 128

New York University, 171

Nike: authenticity of brand approach by, 87; command and control of brand by, 73; as Instinctive Marketer's organization, 14; network approach taken by, 65–68, 81; Nike's 6.0 online community, 66; Visionary Marketers at, 65–68

Nike Foundation, 66

*Nike News*, 66

Nike's World's Largest 10K Run, 68

Ning, 77

Nintendo, 16

Nottingham, J., 114–115, 124, 131

Nottingham-Spirk, 115, 124–125

NoVo Foundation, 66

## O

Obama, B., 82–86fig

Obama campaign: example of touch points used by, 86fig; galvanizing the network approach by, 83–85

“Obama, the Billion-Dollar Man” (Cummings), 84

OfficeMax, 95

Old School Marketers (Archetype V): description of, 21; leadership profiles of, 24t–25t; organizational characteristics of, 22t; organizational implications of, 21

Organization alignment: clarity in positioning, 190–191; clarity through inspired leadership, 187–190; Fifth Shift inspiration for customer focus, 186

Organization transformation: bottom-up approach for, 192–195; collaborative efforts toward, 207–208; corporate vs. business unit/centralized vs. decentralized, 205–207; customer focus alignment for, 186–191; evolution of Brand Councils to Growth Councils for, 199–205; guiding principles for successful, 207–208; summary and review of successful, 215; Visionary Marketers' igniters for, 195–199. *See also* Companies; Customer focus; The Shift

Orkut, 133

O'Toole, T., 37, 38, 199

## P

P&L mind-set: “Big M” marketing and, 153–154; coalition-building approach tied to, 197–199; credibility through, 32–33; description of, 31–32; development of, 33–35; organizational need of, 148

Palmisano, S. J., 121–122, 129–130

Passenger Experience Research Center (PERC) [Boeing], 126–127

PayPal, 81

Pepsi, 155

- Pervasive innovation: enablers  
 required for creating, 136–137*fig*;  
 Google benefits from, 108, 119*fig*;  
 incremental improvements vs.,  
 108*fig*; Monday tips for, 140–141;  
 payoff of sustainable, 118–120;  
 summary and review of, 214; Third  
 Shift push for, 107–108; three steps  
 to, 137–139. *See also* Innovation
- Pervasive innovation steps: becoming  
 a customer zealot, 137–139; getting  
 connected, 138*fig*, 139; inspiring  
 and leading, 138*fig*, 139
- Pew Research study (2004–2008), 84
- Phillips, 195
- PLAY, 53, 120
- Pollack, R., 126, 127
- PQ Media, 100
- Procter & Gamble (P&G): big media  
 spending by, 155; Connect and  
 Develop (C&D) system of, 110,  
 124, 125; customer engagement/  
 participation by, 82; customer  
 focus by, 189–190; customer-led  
 innovation by, 109–110; focus  
 on building strong brand by, 51;  
 former marketing star as CEO of,  
 16; pervasive innovation of, 108
- Product differentiation, 149
- Profit Impact of Market Strategy* study,  
 119–120
- Prophet, 94, 120, 155
- Q**
- Quinn, S., 6, 18–19, 29, 31, 55, 98,  
 113, 147
- R**
- Raseij, A., 84
- Redeem Team Olympic Gold  
 (2008), 68
- Reingold, J., 191
- Relentless customer focus. *See*  
 Customer focus
- Reputation building, 47
- Reuters, 66
- ROI (return on investment): linking  
 effective marketing and, 170–172;  
 marketing expenditures tied to  
 expected, 149; tools for measuring  
 marketing, 150–151. *See also*  
 Marketing expenditures
- S**
- Saeger, B., 3, 32, 36, 41–42, 71–72,  
 76, 122, 156, 159, 172, 196
- Saenz, S., 66–67
- Sara Lee, 51
- Saturn, 73
- Schmidt, E., 119
- Schultz, H., 14, 55, 80, 87, 122
- Schwab, C., 14, 122
- Sci-Fi Channel, 3, 35, 122
- Sculley, J., 14
- Second Life, 94
- Second Shift: benefits of galvanizing  
 networks during, 98–101; from  
 controlling message to galvanizing  
 network, 23; Monday Morning  
 tips on, 101–103; Network Era  
 of, 69–88; Network Touch Points  
 of, 88–98; Nike's example of  
 successful, 65–68; summary and  
 review of, 214
- Selling process coordination, 51–52
- Senge, P., 62
- September 11 terrorist attacks, 133
- 787 Dreamliner, 126–127
- Shabshab, N., 32
- The Shift: complex nature and  
 implications of making, 211–213;  
 early clues on, 1–2; examining  
 organization ability to make the,  
 13–21; formula for making the,

- The Shift: (*continued*)  
 4–13; reasons for CEO resistance to, 3–4; success enablers for making, 10*fig*. *See also* Marketing; Organization transformation; Visionary Marketers
- The shift formula: from the expected to the unexpected component of, 7*fig*–8; new imperative of, 5; taking yourself and your company into account component of, 9–13; visionary marketers' recipe for success component of, 5–6. *See also specific shift*
- Siemens, 195
- Sifry, M., 84
- 60plus idea mind-set, 152
- Social networking websites: Facebook, 77, 79, 84; Hyatt's *yatt'it*, 199; MySpace, 77; Ning, 77; Obama campaign adoption of, 84–86*fig*
- South Beach Diet, 136
- Southwest Airlines, 73
- Spirk, J., 124
- Sports for Refugees Camps, 66
- Stakeholders: blogs written by, 76–77, 88, 89; touch points of prominent, 92*t*; understanding network of, 91–92. *See also* Customers; Employees
- Staples: cross-functional decision making approach at, 52; customer insights applied by, 29, 154–155; internal networks application at, 54; organizational support of innovation at, 132
- Starbucks: brand authenticity stressed by, 87; brand identity of, 68; customer loyalty program launched by, 80–81; galvanizing platform and big idea approach by, 55; giving up command and control of brand, 73; as Instinctive Marketer's organization, 14
- Starbucks Gold Rewards, 80–81
- Starwood Hotels, 127–128
- State of Marketing Study* (Prophet), 43, 94
- Stefanovich, A., 53, 120
- Steinhafel, G., 191
- Stelter, B., 84, 85
- Stengel, J., 189, 190
- Stewart, M., 14
- Stotsky, A., 3, 35, 122–123
- Strategic growth topics: 1. building a superior reputation, 47; 2. bridging today-tomorrow growth gap, 48; 3. optimizing marketing across Kotler's 4 P's, 48; 4. focusing organization through deeper relationships with target customer segments, 49; 5. exploiting intelligent customer-data technologies, 49–50; 6. rationalizing brand portfolio to focus on building fewer/stronger brands, 50–51; 7. simplifying/ coordinating the selling process, 51–52; 8. inspiring organization with world-class market strategy/ engagement plan, 52–53; 9. managing innovation pipeline as true portfolio, 53; 10. cultivating broad internal and external network, 53–55; 11. inspiring marketplace with platform and big idea, 55; 12. putting customer at center universe, 56; categorizing the, 46*t*; owning the right strategic imperatives for, 56–57
- Stuart, S., 2
- Success enables, listed and description of, 10*fig*
- Super Bowl ad, 95

“Survey Finds CFOs Skeptical of Their Own Firms” (Johnson), 34  
Swette, B., 10, 17, 117, 195

## T

Tactician Marketers: “Big M” marketing and increased skill set required of, 153; challenges of marketing changes for, 148; characteristics of, 7; company’s point of view and impact on, 9; evolution to Visionary Marketer from, 7*fig*–8; success enablers for transition to Visionary Marketers from, 10*fig*; traditional metrics relied on by, 151–152  
“Tagline/logo redo,” 21  
Target, 191  
Tchao, M., 67–68  
Teradata, 19  
Thacker, B., 95  
Third Shift: Best Buy and Adobe adoption of, 105–107; customer-led innovation during, 108–114; fusing visionary marketing and innovation during, 137–140; from incremental improvements to pervasive innovation, 23, 26; innovation opportunities when efforts fall short, 114–116; lessons from Model Innovators, 120–137*fig*; Monday morning tips on, 140–141; pervasive innovation during, 107–108*fig*; summary and review of, 214; sustainable pervasive innovation created during, 118–120; Visionary Marketer’s transformation of innovation, 112–114, 116–118  
*Time’s* Person of the Year, 85

Today-tomorrow growth gap: balancing growth with bridging the, 48; laying out strategies to bridge, 60  
Toshiba, 195  
Touch points. *See* Network touch points  
Toyota, 108  
Trilogy Software, 3  
Trust: coalition building and creation of, 196–197; First Shift process of building, 35–38; sources developed by networked customers, 75–78  
Twelve strategic growth topics. *See* Strategic growth topics  
Twitter: brand networked through, 82; ComcastCares, 88; growth of text messaging through, 77; Zappos’ use of, 188–189  
Tyco, 51

## U

UBS, 51  
Ulrich, R., 191  
Unilever, 100  
“Unite for Change” house parties, 84  
United Airlines, 33, 192–194, 196  
UnitedHealthcare, 48, 147, 160, 161, 162  
User-generated reviews, 76

## V

Vachon, M., 52  
van Paasschen, F., 128  
Virgin, 55  
Visa, 200  
Visionary Marketer profile: characteristics at core of, 53; experimentation as part of, 157–168; linking effective marketing and ROI, 170–172; moving from Tactician to, 7*fig*–8;

Visionary Marketer profile: (*continued*)

Obama campaign as example of, 83–86*fig*; P&L mind-set development for, 33–35; taking your company into account, 9–13.

*See also* Leaders/leadership profiles

Visionary Marketers: as core facilitator of growth perspective, 42; critical Fifth Shift questions to ask about, 185; customer focus transformational igniters by, 195–199; earning organization-wide credibility and trust, 36; facilitating CRM system, 57; facilitating cross-selling opportunities, 51–52; internal innovation transformed by, 112–114, 116–118; linking insights to economic opportunities, 31; model innovator lessons for, 120–137*fig*; Nike's, 65–68; owning the imperatives, 60; recipe for success by, 5–7; success enablers for making transition to, 10*fig*; touch point mapping by, 93; true accountability requiring leadership of, 156–157. *See also* CMOs (chief marketing officers); Leaders/leadership profiles; The Shift

Visionary Marketing: board and CEO disposition toward, 10–11; fusing innovation and, 137–140; opportunities when innovation efforts fall short, 114–116; transformational igniters, 195–199

Visionary Marketing transformation igniters: build cross-functional coalitions, 196–199; embracing small wins for big changes, 195–196

Vocalpoint (Procter & Gamble), 82

## W

W Hotels, 54–55

Wachovia, 16, 27, 44

Waller, M., 5, 99, 121, 147

Walmart: active blog of, 99; becoming a High-Powered Marketing Organization, 18–19; using customer insights at, 29; galvanizing network approach by, 98–99; innovation approach by, 113; marketing excellence at, 147; using the P&L mind-set at, 31–32; positioning by, 191; “Save Money. Live Better” notion of, 55

Walton, S., 55

Weinstein Brothers, 191

Wells Fargo, 27

Whitman, M., 16

Whole Foods, 190, 191

Whopper Bar (Burger King), 117

Willett, R., 129

Wolle, J., 177–178, 179–180, 181

World Wildlife Foundation, 66

## Y

Yahoo!, 16

YouTube Penny Pranks, 95

## Z

Zappos: customer service mentality of, 15, 75–76, 187–190; *Fortune's* “Best Companies to Work For” list on, 188; galvanizing platform and big idea approach used by, 55; treatment of employees by, 188–189; “Zappos’ Ten Core Values,” 187–188

Zurich Financial, 200, 202–205















