# INDEX

## A
- A.1. steak sauce, 28
- Aaker, D., 58, 337
- Aaker, J., 56
- Activia (Dannon), 146
- Adidas Streetball Challenge, 315, 317
- Advocates, creating, 264–265
- Agaston, A., 142
- Allen, J., 36
- Almon, M., 142
- Amazon, 19, 20, 70, 77, 244, 279, 284, 294; Kindle wireless reading device, 217, 242, 244, 264, 290; Whispernet, 290
- Ambidextrous organizations defined, 333
- Ampex, 32
- Anderson, J. C., 244
- Ante, S. E., 173
- Anthony, S. D., 249
- Apple, 7–8, 70, 187, 281–282, 312, 315, 341; Apple Store, 160, 162, 248, 313; iMac, 8, 21, 158, 162–163, 243; iPad, 161–162; iPhone, 161, 162–163; iPod, 28, 34, 39, 79, 157–164; iTunes/iTunes store, 158–159, 162; Macintosh (Mac), 7–8; Newton, 33–34, 160, 190, 344; turnaround at, 201
- Archer Farms (Target), 313
- Ariat footwear, 165
- Ariley, D., 57, 58
- Arm & Hammer baking soda, 177–178
- Armani, 250
- Arndt, M., 307
- Asahi, 33–34; Asahi-Kirin Beer War (chart), 6; can (figure), 5; Super Dry, 2–4, 6, 21, 28, 34, 39, 50, 111, 188, 216, 256, 280, 284, 291, 339, 341, 355
- Asian cuisine, growing popularity of, 12
- Aspirational associations, 27
- Assets leveraging, 190–191
- AT&T, 201
- Atken, D., 292
- Atkins Diet, 142
- Atkins, R., 142
- ATRAC3 (Sony proprietary compression scheme), 159
- Attribute matching, 48–49
- Audi, 303–304
- Authenticity: delivering, 283–286; at Starbucks, 248
- Automated Rental Management System (ARMS), 121, 288
- Automobile industry, See also General Motors: barriers to entry, 125; battery-powered cars, 100; California Air Resource Board (CARB), 102–103; Chrysler minivan, 110–115, 124, 222, 339, 341, 347, 355; competitor priorities, 125; diesel hybrids, 101–102; differentiation, 125; electric cars, 108; Enterprise Rent-A-Car, 22, 39, 119–122, 166, 215, 236, 260, 261, 264, 341, 355; hybrids, 98–100; insights/strategies, 124; leadership, 124; market dynamics in, 97–126; Partnership of a New Generation of Vehicles (PNGV), 101; Prius (Toyota), 17, 34, 39, 49, 98–106; 124, 223, 235, 259, 263, 280, 291, 341, 347; Saturn (General Motors), 106–109; Tata Nano, 115–118, 124, 183, 249, 263, 264; Yugo, 118–119, 205, 264; Zipcar, 122–123, 124, 207, 256, 263, 280, 291
- Avon, 258; Breast Cancer Crusade, 258, 315, 318; Walk for Breast Cancer, 282, 318, 319

## B
- Baar, A., 259, 331
- Bailey, R., 60
- Barbiegirls.com, 306
- Barrett, C., 346
- Barriers to competition: creating, 275–276; set of, 18
- Barriers to entry, 223; creating, 41
- Barwise, P., 305
- Basu, K., 48
- Bath and Body Works, 70
- Battery-powered cars, 100
- Bayer, 253
- Beer experiment, 57–58
- Beijing Sustainability Summit, 300
- Ben & Jerry's, 285; support of environmental causes, 258
- Berenson, C., 206
| Berra, Y., 355 |
| Best Buy, 70, 71, 77–81, 94, 214, 236, 265; breakthrough drivers, 81; commission structure, 77; competition, 77–78; customer centricty, 79–80; Denox, 60; Geek Squad, 78–79, 81, 95, 166, 286, 289–290; Greener Together program, 80; heritage, 77; Insignia, 60; recycling effort, 80–81; service, selling, 78; Twelpforce, 78, 80 |
| Bettman, J. R., 62 |
| Betty Crocker, 262; Gluten Free cake mixes, 165; Gluten Free desert mixes, 147; Mixer Web site, 292 |
| Beyond the Core (Zook), 41 |
| Bias against new businesses, 345–347 |
| Bisquick Heart Smart, 147 |
| BMW, 10, 292, 321–322 |
| Body Shop, The, 70, 258–259 |
| Boeing, 186; Dreamliner design, 186; World Design team, 179 |
| Boeing–Airbus market research study, 203–204 |
| Bounded rationality, 63 |
| Boyle, M., 79 |
| Brand: building, 28; defined, 26; energizing, 293; enriching, 290–291; repositioning, 306; strength of, 280 |
| Brand Asset Valuator (BAV) (Y&R), 38, 301–302, 311 |
| Brand equity, 20, 44, 94, 133, 276, 277, 280–281, 295, 303 |
| Brand loyalty, 44, 221, 276, 277, 282–283, 302 |
| Brand networks, 281–282, 295 |
| Brand preference: brand relevance vs., 14–17; effect on brand relevance, 17; gaining, 9–12, 18–19; winning brand, 16 |
| Brand preference model, 10–11, 19, 44; differentiation in, 19 |
| Brand relevance, 39; brand preference vs., 14–17; and competition, 16; conditions for, 16; Japanese beer industry, 1–6; levels of, 25; and market dynamics, 1; measuring, 64–67; new mindset required by, 9; strategy centerpiece, 39; understanding, 47–67 |
| Brand relevance model, 13–25, 41–43, 44; defining relevance, 13–17; differentiation in, 19; innovation continuum, 20–25 |
| Branded differentiator, 287–288 |
| Branded energizer, 314–320; branded social programs, 318–320; connection to target brand, 314–315; defined, 314; enhancement of the target brand, 315; as long-term commitment, 315–316; sponsorships, 316–317 |
| Branded social programs, 318–320; authenticity, 318–319; communicating the program, 319–320; emotional connection, creating, 319; involving customers, 319; leveraging organizational assets/values, 318 |
| Branding, 251; and establishment of premium subcategory, 251 |
| BrandJapan, 71 |
| Branson, R., 313 |
| Breech, E., 114, 115 |
| Breyer's ice cream, 138; antifreeze proteins (AFPs), 138–139; Double Churned, 138–139, 155; Dreyer's Slow Churned ice cream vs., 139 |
| Brita filter (Clorox brand), 253–254 |
| British Airlines, 239–240 |
| Bad Light, 28 |
| Bullseye Bazaar, 313 |
| Burgelman, R. A., 206, 350 |
| Burger King, 307 |
| Business, energizing, 312–314 |
| Cadillac, 10, 98, 258, 321–322 |
| California Air Resource Board (CARB), 100, 100–101, 102 |
| Campbell, A., 41, 201, 346 |
| Canonical correlation, 32 |
| Capability to deliver, 277–278 |
| Car sharing, as non-exemplar-driven category/subcategory, 236 |
| Carpenter, G. S., 289 |
| Casselman, B., 205 |
| Castelyetro, G., 127 |
| Categories: compared to brands, 26–27; complex and dynamic, 260; defining, 238; defining/managing, 227–267; definition of, 18; managing, 260–266 |
| Categorization, 46, 47–67; attribute matching, 48–49; definition of, 47, 67; empirical evidence, 56–59; exemplar approach, 49; exemplar status, gaining, 50–51; framing, 53–57; impact on information processing and attitudes, 51–52; overlapping sets of categories, 52–53; scope of the offering—adding options, 59–60 |
| Category definitions, considering, 191–192 |
| Category relevance, 302–304; losing, 301 |
| Cemex, 245 |
| Centralized resource allocation, 350 |
| CEO, supporting, 341 |
| Championing, 207–208 |
| Chang, S.-J., 159 |
| Charan, R., 175, 181, 185, 186, 203, 343, 348, 349 |
| Cheerios brand (General Mills), 143 |
| Christensen, 41 |
| Christensen, C. M., 249 |
| Chrysler, 20, 188; minivan, 19 |
| Chrysler Magic wagon, 111, 265 |
| Chrysler minivan, 110–115, 124, 222, 339, 341, 347, 355; competitors, 112; insight about unmet needs, 124; introduction of, 111–112; market timing, 124 |
| Chun, A., 241 |
| Churchill, W., 297 |
Chux, 32–33
Circuit City, 77, 79
Cirque du Soleil, 34, 42
Cisco, 22; Crescendo acquisition, 309; Telepresence, 22
Cliff Bar, 247
Cloud computing, 30, 228
CNN, 277
Coca-Cola, 212; Coke Zero, 312; New Coke, 213
Cohan, P. S., 203
Cohen, J. B., 48
Colgate Total, 241
Columbia (clothing firm), 293
Compaq, 7
Competencies, leveraging, 190–191
“Competing story curse,” 347
Competition: barriers to, 18, 275–276; without competitors, 356
Competitor: analysis, 187–188; inhibitions, 31; set, 18; strategies, 221–222
Compromise, 60–61
ConAgra, 129, 154
Concept evaluation, 41
Concepts, evolution of, 94
Connect and Develop (C&D) programs, Proctor & Gamble, 185–186
Consideration set, 16; as screening step, 62–64
Continuous improvement, 342
Continuous innovation, 286–287
Conversation, getting started, 263–264
Conway, B., 123
Coors beer-drinking experience, 58–59
Corporate Innovation Fund (CIF), P&G, 348
Corporate social programs, 258–259
Cosby, B., 69
Costco, 77–78
Crayola, 252
Creative Destruction (Foster/Kaplan), 41
Credibility, 286
Crest Spinbrush, 242
Crest toothpaste, 241
Crimmins, J., 317
Crisco (Proctor & Gamble), 132–133
Crocs, 205
Crosby, J., 78, 79
Cross pens, 59–60
“Curse of success,” 346–347
Customer acceptance issues, Segway Human Transporter (HT), 199
Customer-articulated unmet needs, 170–172
Customer benefits, relevance of, 39–40
Customer-brand relationship, 234–259; corporate social programs, 258–259; organizational associations, 257–258; passion, 257; personality, 256–257; shared interests, 254–256
Customer centricity, 79–80
Customer-driven objectives and metrics, managing, 342
Customer intimacy, 248–249
Customer involvement, 245–246, 292–293
Customer loyalty, 16, 20, 31, 90, 107, 292, 310
Customer partnering, in concept generation, 178–180
Customer touchpoints, 283
Customers, relationships with, 290–294; customer involvement, 292–293; energizing the brand, 293; enriching the brand, 290–291; linking the brand to the category/subcategory, 294–295

D
DaimlerChrysler, 105; hybrids, 105
Daly, J., 205
Dannon, 240, 242
Data General, 7
David, G., 308
DDB Needham’s Sponsor-Watch, 317
DeBeers, 23
Delivery of an offering, 277–278
Dell Computers, 22, 65, 77–78, 180, 286
Denny’s, 314
Diesel hybrids, 101–102
Diesel sedans, as non-exemplar-driven category/subcategory, 237
Differentiation, 19–20, 37–38
DiGiorno frozen pizza, 60, 253
Digital Equipment Corporation (DEC), 7
Disinvestment from a business, 309–310
Disklavier (Yamaha), 242, 263
Disney (corporation), 186, 190, 243
Disney, W., 47
Disneyland, 51, 262
Disruptive innovation, 22, 356
Distribution, 200
Dove soap, 293; Real Women program, 318
Dow, Spiffits, 170
Downey, 284
Dr. Dean Ornish’s Program for Reversing Heart Disease (Ornish), 130
Draper, C., 167–168
Dreft, 32
Dreyer, W., 136
Dreyer’s, 129; Slow Churned ice cream, 136–139, 154, 182, 236, 277, 286; slow-churned process, 138; sales, 137
Drucker, P. F., 205, 227
Dynamic strategic commitment, 339–340, 344, 352

E
E-business, 65
E-commerce, 65
eBay, 19, 20, 34
Eco-Grain, 288
Eddie Bauer, 70, 285
Encarta (Microsoft), 189
Energizing the business: involving customers, 312–313; promotions, 313–314; publicity events, 313; retail experience, 313
Energy, and relevance, 15
Energy relevance, 311–312; losing, 301; and visibility, 15
Enterprise Rent-A-Car, 22, 39, 119–122, 166, 215, 236, 260, 261, 264, 341, 355; Automated Rental Management System (ARMS), 121, 288; competitive advantages, 122; cost advantage, 121; culture values customer service, 120; fleet management offered to larger companies, 121; incentive structure, 120; insight about unmet needs, 124; as new subcategory of car rentals, 120; value proposition around convenience, 121
Entrepreneurial culture, 335
ESPN, 35, 277, 291
Ethnographic research, 172–176
Execution, 278; building the culture to support, 261; customer-driven objectives and metrics, managing by, 342; designing the offer, 341; introducing the offering into the marketplace, 341–342; obsession with, 341–342
Exemplar approach, to categorization, 49
Exemplar, becoming, 261–263
Exits from a business, 309–310
EXPO Design Centers (Home Depot), 218
External orientation, 335–336
Eyring, M. J., 210

F
Failed new products, and differentiation, 38
Fast fashion, as non-exemplar-driven category/subcategory, 236
Fast fashion, defined, 74
Fast-follower firms, 221–222
Febreze (P&G), 52
FedEx (Federal Express), 180, 245, 284, 286; logistics/warehouse/ordering efficiencies, 180
Feedback, 214
Fiber One (General Mills), 29, 64, 143–144, 154, 155, 178, 240, 280, 294
Financial performance research, 35–37
Firedog (Circuit City), 79
First-mover advantage, 30–33, 44
First movers, 31–32, 221–222; and customer loyalty, 31; defined, 32; scale economies available to, 31
Food industry, 127–155; Dreyer’s Slow Churned ice cream, 136–139, 154, 182, 236, 277, 286; fat battle, fighting, 129–141; fats, 141–148; FDA imitation rule, 131; General Mills, 64, 129, 143–148, 154, 240; government’s role in product approval, 131–133; Healthy Choice brand (ConAgra), 129, 148–153, 154, 207, 261, 291; healthy eating, 133; healthy eating suggestions, 141–142; heart disease hearings (1977), 132; Interagency Working Group on Food Marketed to Children, 133; low-carb diet plans, 142; McLean Deluxe, 134–135; Nabisco, 134–136, 154, 239; Nature Valley, 154; Olestra (P&G), 139–141; saturated fat, 132; scientists/gurus, and fat battle, 129–130; Snackwell’s, 134, 166, 236, 240; trans fat, 132–133; trends, 128
Ford, H., 97, 186, 285
Ford, H. II, 110–111, 173
Ford Motor Company, 341; Aerostar, 112, 114; F-series truck, 113; Ford Expedition, 113–114; Ford Explorer, 113; Ford Explorer Eddie Bauer Edition, 242; hybrids, 105; investment decisions, influence on, 114; Model T, 98; prioritization, 113–114; Taurus/Sable, 113
Foster, R., 35, 41
Four-wheel-drive SUVs, as non-exemplar-driven category/subcategory, 237
Fox, C. C., 10
Framing, 30, 53–57, 67; concept of, 30; winning frame, 61
Freeply Group (South Africa), 191
Frito-Lay, 212; support of environmental causes, 258
Frugal innovation, 183–184
Fuji-Xerox, 32
Fuzziness, relevance, 25

G
Gablinger, 32
Gablinger’s, 32
Gaeth, G. J., 56
Gallo wines, 286
Gandhi, M., 1
Gates, B., 78, 162
Gateway Computers, 161
Geek Squad (Best Buy), 78–79, 81, 95, 166, 286, 289–290; characters, development of, 79; size of, 79
General Electric (GE), 174–175, 327–328; disinvestment/exit from industries, 309–310; ecomagination, 330–331; Global Research Center, 329–330, 337; growth strategy, 330; health-care innovations, creation of, 184; healthismagination, 331–332; “imagination at
IMAGINATION BREAKTHROUGH (IB) INITIATIVE, 328; IMAGINATION BREAKTHROUGH INITIATIVE, 328; IMAGINATION BREAKTHROUGH PROGRAM, 328

INDEX

375

work" concept, 330; Imagination Breakthrough (IB) initiative, 328; innovation culture, 330; Rail Evolution Locomotive, 328

General Mills, 64, 129, 143–148, 154, 240; adaptation to health brands, 147–148; Betty Crocker Gluten Free desert mixes, 147; Bisquick Heart Smart, 147; Cascadian Farm brand, 145; Cheerios brand, 143; Fiber One, 29, 64, 143–144, 154, 155; Green Giant Valley Fresh Steamers, 146; and the health trends, 142–144; incremental innovations, 146–147; Muir Glen brand, 145; Progresso Soups, 146; snack packs (100 calories), 147; soy-milk products, 144–145; Wheaties, 145–146; whole-grain cereals, 146; Yogurt Kids, 146; YoPlait line, 146–147

General Mills Annual Report, 146

General Motors: Aurora, 108; Chevrolet Lumina, 112; hybrids, 105; investment directions (1980s), 113; OnStar system, 288; Saturn, 106–109

Genuine offerings, defined, 284

Gerstner, L., 170

Gerzema, J., 308

Gilbert, C. G., 210

Gillette, 22, 287, 305

Glad brand (P&G), 281

Glazer, R., 289

Global reverse innovation, 183–184

Gloomy picture bias, 208–211

Goethe, 97

Gogoi, P., 307

Goldenberg, J., 211

Golder, P. N., 33

Google, 8, 38, 49, 229, 263, 281, 285, 308, 339–340

Gore, A., 100–101

Gortex, 49

Graves, M., 244

Graveyard brands, 65–66, 311–312

Green movement/initiatives, 12, 291, 300–301; and Best Buy, 236; and General Electric (GE), 330–331; Greener Together program (Best Buy), 80; and the Prius, 235; and Segway, 207; and Whole Foods Market, 236

Green values/social programs, 95

Greyhound Bolt Bus, 250–251

Griffith, S., 123

Grove, A., 216, 310

Growth context, attraction of, 220–221

Growth Gamble (Campbell/Park), 41

Gucci, 212

Gunther, M., 80, 299

H

H&M, 70–71, 76, 94, 261, 265, 286; designer brands, use of, 76; growth rate, 76

Habitat for Humanity, 315

Hackersafe, 209

Halthaus, D., 11

Hamel, G., 41, 327

Hamm, S., 230

Happoshu, 4–5, 19, 30

Harley-Davidson Web site, 292

Harrington, R. J., 173, 181

Harvard Graphics, 32–33

Hawkins, J., 47

Healthy Choice brand (ConAgra), 129, 148–153, 154, 207, 261, 291; Hearty 7 Grain bread, 153

Healthy fast food sandwiches, as non-exemplar-driven category/subcategory, 236

Healthy frozen dinners, as non-exemplar-driven category/subcategory, 236

Heavenly Bed (Westin), 21, 23, 235, 240, 288–289

Heilemann, J., 198

Heineken beer-drinking experience, 58–59

Heinz, 239

Hershey Kiss, 242–243

Hewlett-Packard (HP), 7, 337–338; Innovation Program Office (IPO), 348–349

High fiber, as non-exemplar-driven category/subcategory, 236

Hobart (appliance manufacturer for food-service sector), 255, 291

Home Depot, 218, 248, 315; and Habitat for Humanity, 318

Honda Civic Hybrid, 105

Horn, M., 317

Hsieh, T., 89, 92

Huber, J., 64

Huggies, 284

Hybrids, 18–19, 53, 98–100, 105; diesel, 101–102

Hypercompetitive market, 1–2

Hyundai, 64, 241; branding strategy, 324; energy relevance, 324; gaining relevance, 320–324; Hyundai Assurance Program, 322; Hyundai “Uncensored” campaign, 322–324; overcoming the challenges, 322; relevance challenges, 297–298, 320–322

I

Iacocca, L., 110–111

IBM, 6–7, 65, 170; and Intel 8086, 189; ThinkPad, 7

IDEO, brainstorming at, 168

IKEA, 70, 73–74, 94, 261, 265, 278, 279; compared to Muji, 73–74; design, 74; marketing budget, 74; store count, 73; Swedish background, 74

iMac (Apple), 8, 21, 158, 162–163, 243

Imagination Breakthrough (IB) initiative, 328

Immelt, J. R., 184, 327–330

Implementation, 356

In-N-Out Burger chain, 247, 305

Incremental innovations, 23–25; differentiation, 20; General Mills, 146–147

Information need areas, prioritizing, 194

Ingrassia, P., 113

InnoCentive, 185

Innovation, 50–51; leapfrogging, 308–309; managing, 265–266; risk in engaging in, 357
Innovation continuum, 20–25

Innovator’s Solution, The (Christensen/Raynor), 41
Intel, 65, 175, 189, 252, 346
Interagency Working Group on Food Marketed to Children, 133
Intimacy with customers, and shared interests, 248–249
Investment barriers, 276–283; brand equity, 280–281; brand loyalty, 282–283; brand networks, 281–282; capability to deliver, 277–278; proprietary technology or capability, 277; scale of operation, 278–279
iPad (Apple), 161–162, 282, 308
iPhone (Apple), 161, 162–163, 260, 282
Isidore, C., 101
iTunes/iTunes store, 158–159, 162
Ivory Soap, 264

J
J. D. Power and Associates, 112
J. M. Smucker company, 133
Jaguar, 243
Japanese beer industry, 1–6; Asahi-Kirin Beer War (chart), 6; Asahi Super Dry, 2–3; brand preference strategies, 11; hoppōshu, 4–5; hypercompetitive market, 1–2; Kirin Ichiban, 3; Kirin Lager Draft, 4; Kirin Tanrei, 6; market share trajectory, 1; Sapporo, 11; Suntory, 11; trends, 12
Jell-O, 28, 49
Jet Blue, 285
Jobs, S., 8, 158–160, 161, 201, 214, 243, 344
John F. Welch Leadership Center, 328–330
Johnson & Johnson, 183
Kellogg’s brand, 85
Kelly, T., 168, 176
Kettle Foods, 246; social programs, 259
Keys, A., 130–131
KFC, 307
Kickstand magazine, 181
Kim, W. C., 36, 41
Kimberly-Clark, 173–174
Kindle wireless reading device, 39, 217, 242, 244, 264, 290, 308–309
Kirin, 39, 188, 216, 256, 280, 286, 303; defined, 32; Draft Dry, 284; Ichiban, 3, 19, 20, 189, 277, 286; Lager Draft, 4; Tanrei, 4–6
Klein, N. M., 64
KLM Fresh Partners initiative, 244–245
Kraft DiGiorno brand, 60, 253

L
L. L. Bean, 70, 285, 306
La-Z-Boy, 70
Labels, 235
Lafley, A. G., 69, 185, 201, 203, 343, 348, 349
Lafley, G., 175, 181, 185, 186
Lakoff, G., 55–56, 61
Leadership, in innovative organizations, 340–341
Leading the Revolution (Hammel), 41
Lean Cuisine, 294
Leapfrogging, 308–309
Lebar, E., 311
LeFauve, S., 107
L'eggs stockings, 242
LEGO, 178–179
Lehmann, D. R., 53
Leveraging assets and competencies, 190–191
Levin, I. P., 56
Lewis, T., 271–272
Lexus, 10, 105, 321–322
Limited, The, 70
Lindsay Olives, 253
Listerine PocketPaks breath strips, 242
Litar, R., 37
Local scale of operation, 279
Loomis, Carol L., 120, 122
Lowalillo, D. P., 35
Lowenstein, G., 57
Loyal customer base, 18
Loyalty, See also Brand loyalty; Customer loyalty: basis of, 282
Luce, M. F., 62
Lukovitz, K., 146, 288
Luna Bar, 247
Lutz, R., 102
Lyons, D., 161

M
Macintosh (Mac), 7–8
Mackey, J., 81
MacMillan, I. C., 245
INDEX 377

Magee, D., 327, 329
Marigold, L., 204–205
Market acceptance, 356
Market dynamics, and brand relevance, 1
Market forecasting, 202–215
Market insight, 166
Market trends, 181–183, 334
Marketing issues, Segway Human Transporter (HT), 199
Marketing strategies, changes in, 12
“Market’s too small” problem, 211–213
Markman, A. B., 53
Marks & Spencer, 187
Marriott, 174
M Auborgne, R., 36, 41
Maynard, M., 104
McCaw Cellular, 201
McCollum, E., 127
McCracken, G., 175, 175–176
McDonald, R., 11
McDonald’s, 70, 279; brand credibility, 307–308; Ronald McDonald House, 258, 315, 319
McElhaney, K. A., 318
McGrady, P. M., 130
McGrath, R. G., 245
McKinsey, 35
McLaughlin, P. G., 114
McLean Deluxe, 134–135
McNerney, J., 269
MediaOne, 201
Medical support categories, 12
Meehan, S., 305
Meetup, 293
Mega-trends, 205–206
Mendonca, L. T., 35
Method cleaning products/soaps, 319
MetLife, 315
Microsoft, 244, 340; Encarta, 189; MSN Money, 215; Office, 212; XBox, 188, 246
Minivans, as non-exemplar-driven category/subcategory, 236
Mint.com, 215
Mirage trend, 204
Mirai trend, 243–244
Mogilner, C., 56
Mollenar, J., 191
Moreau, C. P., 53
Mountain Dew, 315
Mr. Clean Magic Eraser, 185
Muji (retailers), 70, 71–73, 94, 95, 166, 214, 214–215, 236, 256, 258, 260, 261, 265, 280, 285, 291, 341, 355; brand story, 73; brand strength, 71; brand vision, 71; clothing colors, 71–72; compared to IKEA, 73–74; competition, 72–73; design, 72; and the environment, 72; labels, 71–72; philosophy, 71; self-expressive benefits, 72–73; store setting, 72
Multidextrous organizations, 333
“My Health Manager,” 256
N
Nabisco, 129, 134–136, 154; Oreo cookies, 135–136; snack packs (100 calories), 135–136
Nakamoto, K., 289
Nalgene, 178
Nano, See Tata Nano
Narus, J. A., 244
NCR, 201
Nelson, H. (Lord), 269
Nelson, S., 38, 301
Nestle Taster’s Choice, 250
New brand challenge, 26–30
New categories, 28–29; barriers to entry, creating, 41; concept evaluation, 41; concept generation, 40–41; creating, 17–20, 39–41, 356; defining/managing category/subcategory, 41
New concepts: concept generation, 165–169; finding, 170; sourcing concepts, 169–192
New offering: aesthetic design, 243–244; barriers to entry, 223; bringing to market, 220–221; combining benefits, 241–242; competitor strategies, 221–222; from components to systems, 244–245; creation of, 219; current strategy, fitting, 215–216; customer-brand relationship, 254–259; customer intimacy, 248–249; distribution, 200; dramatically lower price point, 249–250; expanded competitive space, 253–254; features/benefits, 239–241; firm’s commitment to/support of, 218–219; fit of, 215–217; functional benefits delivered by, 239; functional design, 242–243; growth context, attraction of, 220–221; involving the customer, 245–246, 292–293; new application/activity, 252–253; new-generation offerings, 251–252; premium offerings, 250–251; segments, tailoring to, 246–248; synergy, creation of, 217–218; threat of competitor entree, 220
New product research, 37–38
New U.S. businesses, and economic vitality, 37
Newman’s Own, 285
Newton (Apple), 33–34, 160, 190, 344
NEXT, and Steve Jobs, 163
Nice ‘n Easy Root Touch-Up, 186
Niche specialist strategy, 247–248
Nike, 212, 240, 313, 315, 334
Nintendo, 188, 312; Wii, 246
Nissan, 293
No-go decisions, and premature killing of concepts, 223
Noah Winery, 59
Nokia, 181
Noncompensatory model, 63–64
Noncustomer needs, 180–181
Nordstrom, 32, 258, 278
O

O Organic brand (Safeway), 85
Observation, 176–177
Odwalla, 22
Oestra, 129
OfficeMax, 165
Okuda, H., 102–103
Okuda, Hiroshi, 102
Olay Regenerist, 185
Olestra (Proctor & Gamble), 139–141, 155, 277; and Center for Science in the Public Interest (CSPI), 139–141; discovery of, 139; factory sale, 141; FDA approval, 139–140; Frito-Lay WOW! subbrand, 140
Olsen, K., 7
One-Click, 290
Open innovation, 184–186
Opportunistic organization, 336
Oral B’s Action Cup, 289
Oreck Vacuum Cleaners, 285
O’Reilly, C. A. III, 41, 333
.org extension, 56–57
Organization-wide resource allocation, 344–352, 352; bias against new businesses, 345–347; centralized resource allocation, 350; skunk works, 349–350; strategic stifling of ideas, 350–351; venture capital, 347–349
Organizational associations, 257–258
Organizational creativity, 167–169; brainstorming, 168; and concept generation, 167–169; curiosity, 167; diverse people/organizations, accessing, 168; innovation, and simplicity, 169; new perspectives, forcing, 168–169; soaking in information, 167–168
Organizational silos, 350
Original offerings, defined, 284
Ornish, D., 130
Ornish, Dean, 130, 134
Orville Redenbacher, 253, 285
Osborne, 7
Outsourcing, 243
Overcrowding, 221
OXO hammer, 174

P

Packard, D., 197
PalmPilot, 160
Pampers, 12, 255, 282, 291
Panasonic tablet computers, 162
Panera Bread, 310
Park, 41
Park, R., 201, 346
Partnership of a New Generation of Vehicles (PNGV), 101
Passion, 257
Pauling, L., 157
Payne, J. W., 62
Pechmann, C., 53
Pedigree Adoption Drive, 319
Peet’s Coffee, 285
Perceived innovativeness, 38–39
Perlroth, N., 200
Perrier, 304
Personal health category, 12
Personality, 256–257
Phinney, S. D., 142
Pioneers, 32–33
Pixar (film studio), 162
Pizza Hut, 307
Plymouth Caravan, 39
Plymouth Voyager, 242, 280
Popcorn, F., 204–205
Porsche, F., 114, 115
Positioning, 27–28
PowerBar, 247; Pria, 247, 280
Preemptive strategies, 31, 44
Prelec, D., 57
Pret A Manger, 70
Pria bar, 247
Pritikin, N., 130, 134
Pritikin Program of Diet and Exercise, The (Pritikin/McGrady), 130
Problem research, 171–172
Proctor & Gamble (P&G), 174–180, 264; Connect and Develop (C&D) programs, 185–186; Corporate Innovation Fund (CIF), 348; Crest Whitestrips, 191; Crisco, 132–133; Downey Single Rinse, 174; exit from food business brands, 309; Febreze, 52; Future Works, 348; Glad brand joint venture, 281; Ivory Soap, 177; leveraging of assets and competencies, 191; logistics/warehousing/ordering efficiencies, 180; Olay brand, 250; Olestra, 139–141, 277; SK-II skin-care line, 177, 292; Tide detergent, 22, 284, 287, 343; Tide Free for Coldwater HE Liquid Laundry Detergent, 241
Product failure, 38
Progresso Soups, 146
Promotions, 313–314
Prophet (brand and marketing consultancy), 169, 175, 186
Proprietary technology, 277, 295
Publicity events, 313; holding, 313
Purina Pet Rescue program, 259

Q

Quicken financial software, 176, 215

R

R & D activities announcements, effect on stock return, 36–37
INDEX

Rakuten, 70–71
Ralph Lauren design, 243
Ratneshwar, S., 53
Raymond Corporation, 247
Raynor, M. E., 41, 249
Razeghi, A., 187
Reidhead, P., 139
Relevance: avoiding the loss of, 301–302; disinvestment/exit from a business, 309–310; and energy, 15; gaining parity, 306–308; maintaining, 297–325; measuring, 64–67; repositioning the brand, 306; and Walmart, 298–301
Relevance fuzziness, 25, 29–30
Repositioning the brand, 306
Rineri, S., 328
Ritz-Carlton, 248, 285
Rivlin, G., 198
Robert Mondovi wine, 286
Rodgers, W., 297
Role models, looking to, 186–187
Ronald McDonald House, 258, 315, 319
Rosch, E., 52
Rosica, C., 285
Ross, A. S., 301
Ross (clothing retailer), 249–250
Rosy picture bias, 207–208
Roth, E. A., 249
Rou, C., 75
Royal Crown Cola, 32
Rumelt, R., 34–35
S
Safeway, 175; O Organics and Eating Right brands, 294
Sales-force-automation (SFA) software, 228
Salesforce.com, 227–234, 236, 282; and cloud computing, 228, 233; new-generation offerings, 251; social programs, 232–233, 259; software as a service (SaaS), 227–228
Sam Adams, 286
Samsung: Luxia TV, 251, sponsorship of the Olympics, 316–317
Samuel Adams beer, 57–58
Sapporo, brand preference, 11
Sara Lee, 135; EarthGrains brands, 288
Saussy, R., 197
Satisficing, 63
Scale economies, 31, 295
Scale effects, 19, 44
Scale of operation, 278–279
Scansdale Diet, 142
Schlitz beer, 284–285
Schnaars, S. P., 206
Schramm, C., 37
Schroeter, W., 198
Schwinn, 204
Scientific management, 10
Scott, L., 299
Screening step, in brand choice, 62–64, 67
Scully, J., 160
Sears, 244
Segway Human Transporter (HT), 197–200, 207, 213, 242, 260, 263, 264, 280, 291, 341; customer acceptance issues, 199; marketing issues, 199; overestimation of unmet need, 198–199; prospects of, 198; publicity, 198
Siebel Systems, 227, 228–231
Selective opportunism, 334, 338–339, 352
Senior brands, 315
SOI (Silicon Graphics), 7
Shared interests, 254–256
Sharp, 251–252; Aquos Quantron TVs, 252; Quadpixel, 252, 288
Sharpie, 293
Sherman, E., 158
Shimano, 180–181
Shocker, A. D., 53
Shoesite.com, 88
Shop-alongs, 175
Shouldice Hospital, 247–248
Siebel Systems, 244
Siebel, T., 230
Silo trap, breaking, 336–338
Simon, H., 63
Simonson, I., 59
Simply Better (Barwise/Meehan), 305
Singapore Airlines, 55, 250, 285
Sirius, 174
Six Sigma, 10
Skunk works, 349–350
Smart Car, 292
Smith, R. B., 100, 107, 109, 113
Snackwell’s brand, 134, 166, 236, 240
Snappe, 212
SoBe, 212, 355
Social media, and brand involvement, 292
Software firms, and combined component programs, 244
Sony, 66, 313; e-book Reader, 308; Playstation, 188
Sony Memory Stick Walkman, 159
Sony Music, 160
Sood, A., 37
Sourcing concepts, 169–192, 170; category or subcategory definitions, considering, 191–192; competitor analysis, 187–188; customer-articulated unmet needs, 170–172; customer partnering in concept generation, 178–180; ethnographic research, 172–176; global reverse innovation, 183–184; leveraging assets and competencies, 190–191; market trends, 181–183;
Sourcing concepts (continued)
new/unintended applications, finding, 177–178; noncustomer needs, 180–181; observation, 176–177; open innovation, 184–186; role models, looking to, 186–187; technology-stimulated concepts, 188–190

South Beach Diet, 142
Southwest Airlines, 22, 249, 253, 291
Spanning Silos, 337
Sperlich, H., 110
Spiffits (Dow), 170
Sponsorships, 316–317
Stahneke, W., 271–272
Star razors, 32
Starbucks, 212, 248, 265, 279, 307, 339; authenticity at, 248; Via soluble coffee, 250
Stayman, D., 58
Steiner, S. M., 60
Stephens, R., 78, 78–79
Stick-to-your-knitting curse, 346
Stick-to-your-knitting strategy, 12, 305–306
Strangler, D., 37
Strategic asset, defined, 19
Strategic commitment, 339–340
Strategic competency, defined, 19
Strategic drift, 338–339
Strategic stifling of ideas, 350–351
Strategic stubbornness, 343–344
Strategy centerpiece, 39
Strategy dissonance, 217
Structure, 70
Subcategories, 28–29; compared to brands, 26–27; complex and dynamic, 260; creating, 17–20; 39–41, 356; defining, 238; definition of, 18; managing, 260–266
Subcategory definitions, considering, 191–192
Subcategory growth, 12
Subcategory relevance, 302–304; losing, 301
Substantial innovation, creating from the core, 342–343
Substantial innovations, 23–24
Subway, 70, 71, 86–88, 95, 207, 279, 285, 291, 310; growth of, 86; and healthy fast-food meals, 86; Jared Fogle's story, 86–87, 285; Kids Pak, 87; menu changes, 86–87; Quiznos as rival, 88; toasted sandwiches, 88; and Zagat Fast-Food Survey, 88
Sugar Busters, 142
Sajan, M., 52
Sun Microsystems, 7
Sun Tzu, 17
Suntory, 250; brand preference, 11
Susan G. Komen for the Cure breast cancer foundation, and Ford, 319
Sustainability objectives, 12
Sutton, R. L., 187
Swierczynski, D., 86
Swiffer Duster, 185
Swinmurn, N., 88–89

T
T. J. Maxx, 249–250
Target, 70, 243–244, 313
Target category/subcategory, selection of, 16
Tata Chemicals, 184
Tata Nano, 115–118, 124, 183, 249, 263, 264; demand for, 118; initial idea, 116; launch of, 115–116; as “people’s car”, 114; target price, 116–117
Taylor, R., 116
Taubes, G., 132
Taylor, J., 10
Taylor, J., 119
TaylorMade, 313
TCE, 201
Technology-driven offerings, 188–190; and timing, 190
Techtel, 65
Ted’s Montana Grill, 285
Telepresence, 22
Tells, G. J., 33, 37
Thomson Corporation, 173, 181–182
Thoreau, H. D., 157
3M, 258; Optical Systems Division, 191
Tide detergent (P&G), 22, 241, 284, 287, 343
Timing, critical nature of, 94
TiVo, 27, 49, 260
Tian, A. K., 173
Tom’s of Maine, 285–286
Toothpaste market, 241
Toshiba, 7, 158; tablet computers, 162
Touchpoints, 283
Toyota, E., 102–103
Toyota, 241, 258, 312, See also Prius (Toyota); hybrids, 102–103
Trans fat, 132–133
Transformational innovations, 21–24; creating from the core, 342–343
Trend drivers, 33–34
Trend responders, 34
Trend unaware, 34; use of term, 34
Trends: accessibility in the mainstream market, 205; early sales growth, 205; evaluation of, 204–207; expression across categories or industries, 205–206; mega-trends, 205–206; mirage, 204; and projected, future innovations, 206–207; source of power/energy of, 204–205; substance and action required, 205
Trustworthy offerings, defined, 284
Tushman, M. L., 41, 333
Tversky, A., 59, 60
Twelpforce, 78, 80

U
Underdog brands, 315
Unilever, 191
Unintended applications, finding, 177–178
Unmet needs: and concept generation, 165–167; customer-articulated, 170–172; and new
offerings, 124, 155; overestimation of, 198–199
UPS, 20
U.S. computer industry, 6–9, 7–8; formation of new subcategories, 8–9; personal computer (PC), 7; smart phones, 8
U.S. Senate Select Committee on Nutrition and Human Needs, 132
Use evaluation, 15
Use experience, 15

V
VAIO Music Clip, 159
Value proposition, 18; knowing, 214–215; visual operations supporting, 286
Value proposition, knowing, 214–215
Valvoline motor oil, 316
Van Houten, 250
Vanguard, 249
Venture capital, 347–349
Venture capital firms, interim funding, 223
Venture Props, 88–89
VertiSign, 209
Victoria’s Secret, 285
Virgin airlines, 24, 218, 315
Virgin Memphis Redbirds, 312
Visa, 258; perceived credit card superiority, 317
Visibility, and energy relevance, 15
Vohs, K., 56
Volek, J. S., 142
Volkswagen Beetle, 115, 243
Volvo, 239
von Hippel, E., 172
VUCA, 11
Vuic, J., 118

W
W Hotels, 235, 242–243
Wagener, R., 100–101
Walmart, 70, 77, 180, 186, 248, 279, 297, 298–301; and Boeing’s Dreamliner design, 186; environmental programs, 299–301; logistics/warehousing/ordering efficiencies, 180; negative issues, 298–299; relevance challenge, 298–301; social responsibility, 301
Walsh, M., 284
Walton, R., 299
Wansink, B., 59
Weight Watchers, 146, 294
Welch, D., 105
Welch, J., 1, 327–328
Wells Fargo Labs site, 179
Wendy’s, 307
Westman, E. C., 142
Wheaties (General Mills), 145–146, 291
Whirlpool, 315
Whispernet (Amazon), 290
White, J. B., 113
Whitney, E., 187
Whole Foods Market, 23, 71, 81–85, 94, 95, 182, 207, 214, 214–215, 236, 258, 265, 279, 291, 341; basis of success, 82; brief history of, 81; commitment strategy, 84; competitors, 84–85; disposable plastic grocery bags, elimination of, 82–83; food quality/selection, 84; passion for food and health, 83–84; reputation for caring, 82; sales, 82; social programs, 82; subbrands, 85; Whole Planet Foundation, 82; Whole Trade Guarantee programs, 82
Williams-Sonoma, 59, 247
Winning Through Innovation (Tushman/O’Reilly), 41
Wouk, V., 99

X
Xerox, 32; Palo Alto Research Center (PARC), 335
Yahoo, 340
Yamaha Disklavier, 242, 263, 265, 269–275, 277, 312; benefits for the professional, 270–271; product improvements, 272–273; prototype, 271; record and playback feature, 271; Yamaha distribution channel, 274; Yamaha in-house proficiency in digital electronics, 274; Yamaha PianoSoft Library, 270; Yamaha scale economies, 274–275
Yogurt Kids, 146
Yoplait, 147; Go-Gurt, 242, 355
YourEncore.com, 185
Yugo, 118–119, 205, 264; failure of, 118–119; jokes, 118; sales (1985-1992), 118

Z
Zandl, I., 204
Zappos, 71, 88–94, 261, 263, 264, 278, 291; customer happiness, 93; customer performance, 93; customer service, 90; happiness, delivery of, 92–93; hiring/training process, 91; offbeat/quirky behavior, 91; perceived control, 92; personal emotional connection (PEC), 91; professional progress, ongoing, 92; sale of culture programs and tricks to others, 92; sales, 93; Shoestore.com, 88; Swinmurn, N., 88–89; values, activities supporting, 91–92; Zappos Insights, 92
Zara, 70, 74–76, 94, 166, 214, 256, 265, 279, 286, 291, 355; fashion trends, detection of, 75; fast fashion, 74–75; forecast horizon, 75; global offices, 75–76; growth rate, 76; in-store sales consultants, 75; store count, 74; supply chain, 74–75
Zipcar, 122–123, 124, 207, 256, 263, 280, 291; advantages of vision, 122–123; barriers, 123; insight about unmet needs, 124; iPhone application, 122
Zone, The (diet), 142
Zook, C., 36, 41