

Managing Marketing in the 21st Century

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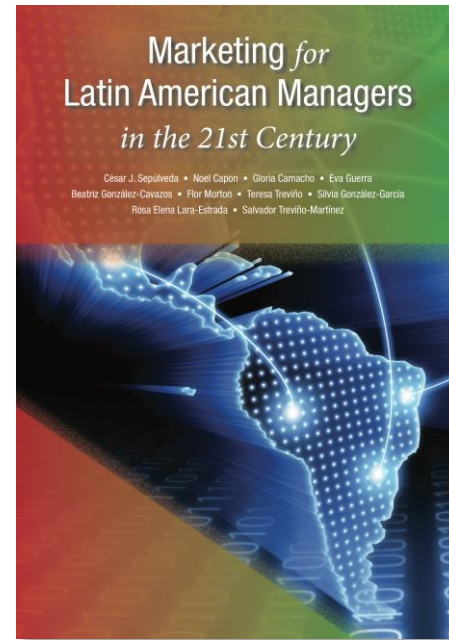
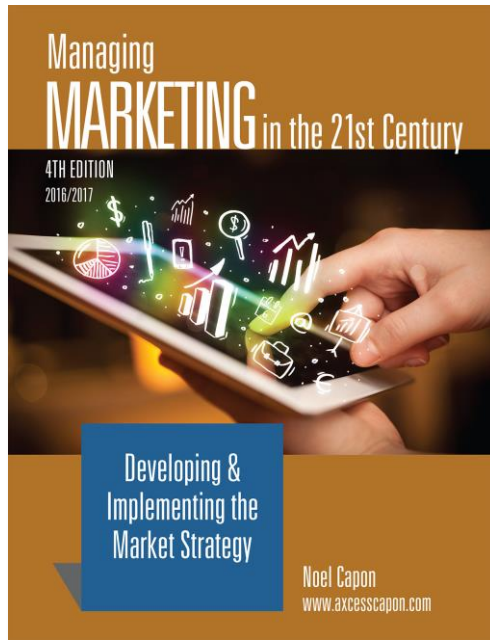
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JANUARY 18, 2018



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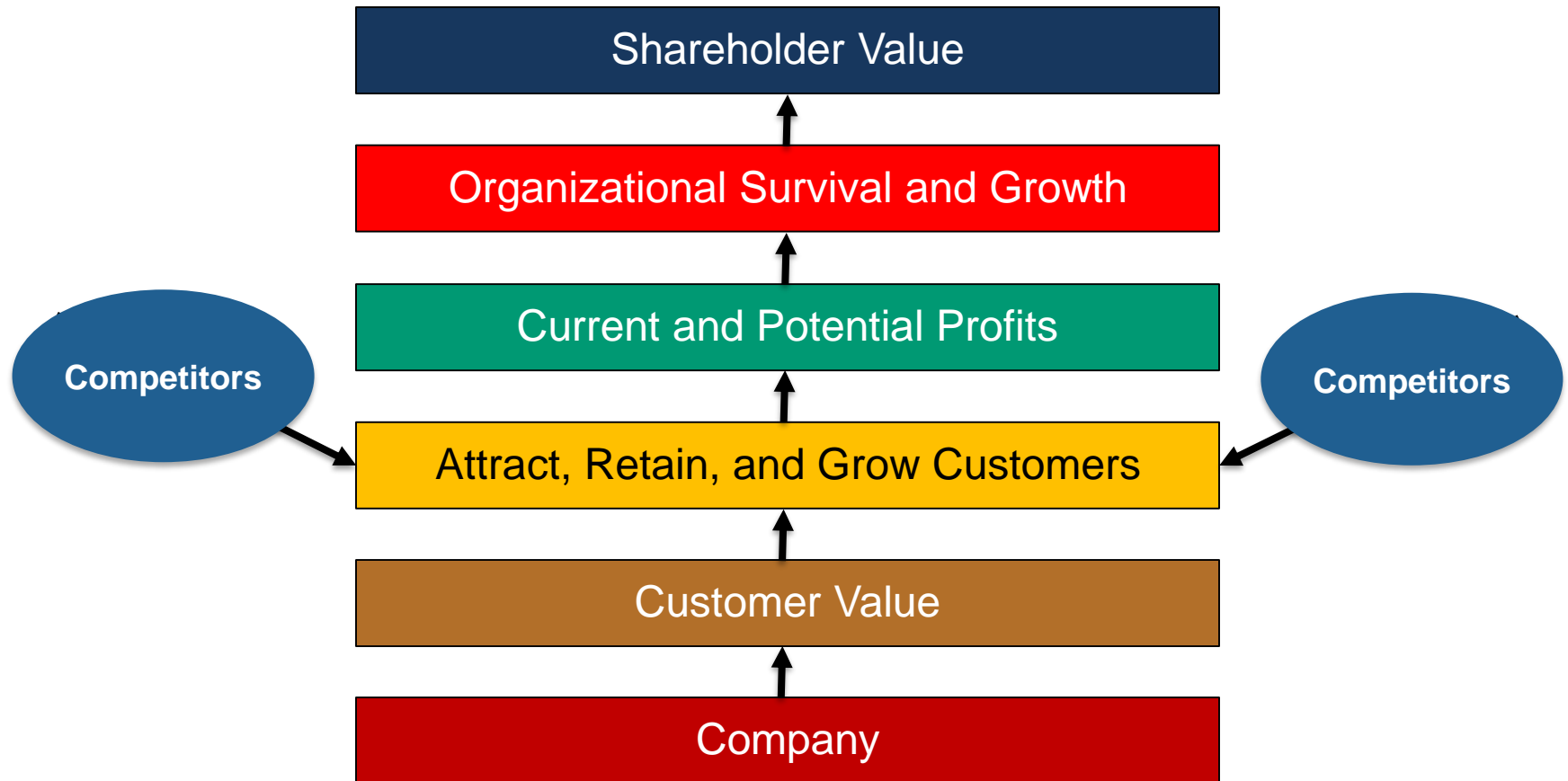


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The Acropolis, Athens, Greece



The Purpose of Marketing



Broad Canvas: Long-Run Evolution

**Scarcity of
Supply**



**Scarcity of
Demand**

Major Focus

Scarcity of Supply



Scarcity of Demand

Key personnel

Production VP



Marketing/Sales VPs

Firm value

Balance sheet assets



Customers

Focus of attention

Production efficiency



Customer Lifetime Value
(CLV)

Critical investment

Plant & Equipment



Customer Relationship
Management (CRM)

Narrow Canvas: Environmental Pressures — PESTLE

Political

Economic

Social/Cultural

The Modern Family



The Modern Family



Narrow Canvas: Environmental Pressures — PESTLE

P olitical

E conomic

S ocial/Cultural

T echnological

L egal/Regulatory

E nvironmental (physical)

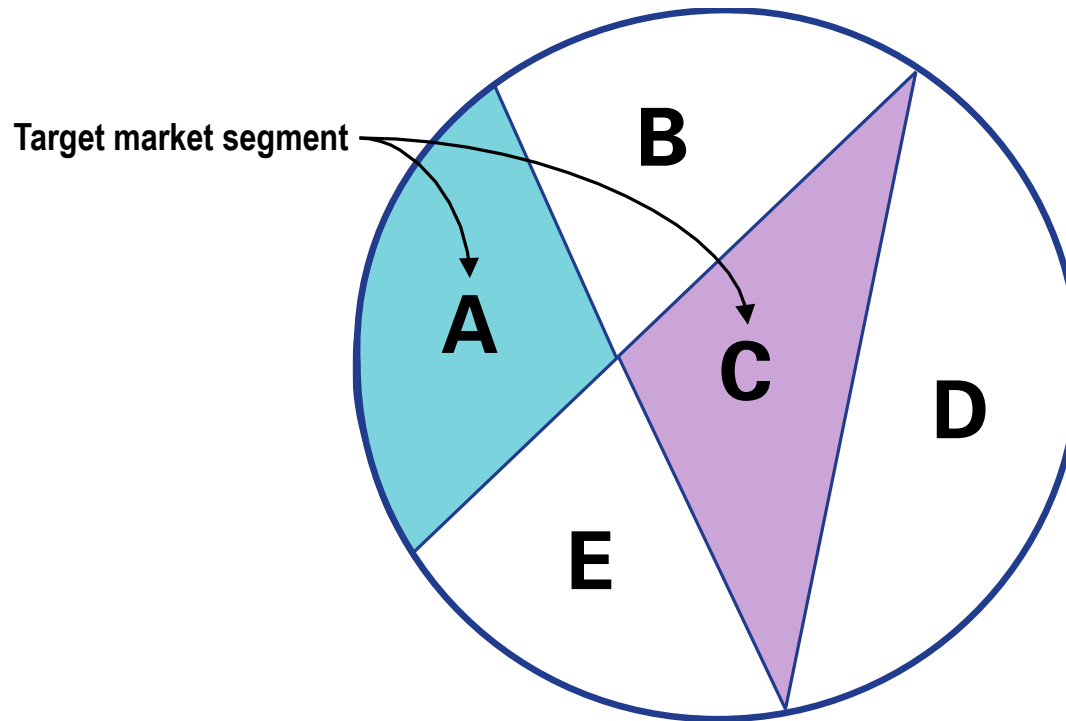
Top 10 Implications for Marketing

- **Globalization** — stuff, people, data — opportunities, competition
- **Product/service innovations**
- **Purchase benefits/values versus products**
- **Price pressures**
- **Product retail** — slow death; **Service retail** — slow growth
- **Online/offline integration**
- **Promotion** — shift to Internet, greater personalization, privacy concerns
- **Selling activities** — alternatives to on-the-road, 80:20 rule — national → global
- **Organizational evolution**

Six Marketing Imperatives

- **Imperative 1:** Determine and recommend which markets to address
- **Imperative 2:** Identify and target market segments

Imperative 2: Identify and Target Market Segments



Two very different marketing tasks

- Creative and analytic
- Decision focused

Six Marketing Imperatives

- Imperative 1: Determine and recommend which markets to address
- Imperative 2: Identify and target market segments
- **Imperative 3: Set strategic direction and positioning**

Imperative 3: Set Strategic Direction and Positioning

- **Set performance objectives**
- **Craft the positioning statement**

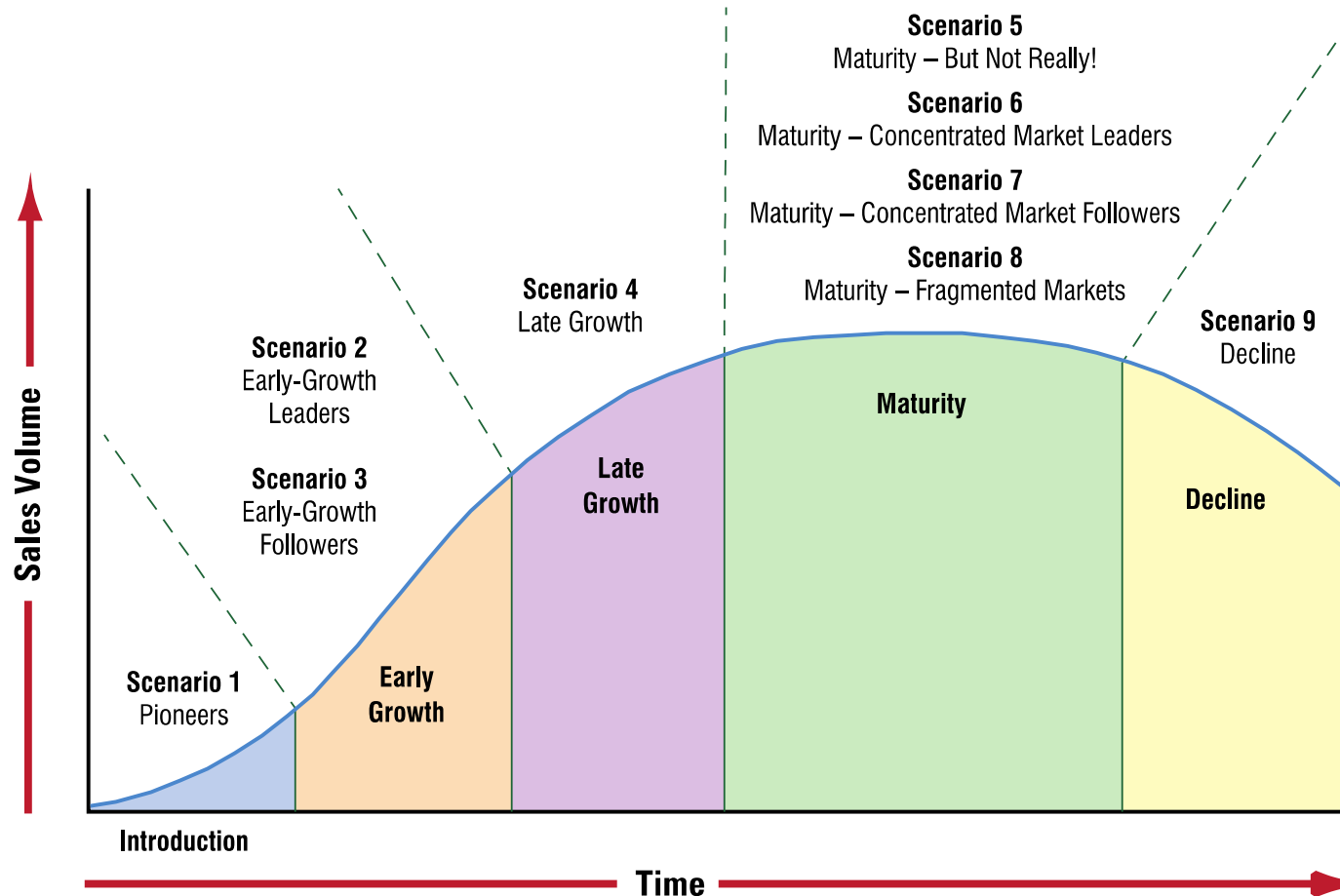
The Positioning Statement

- **Customer targets**
- **Competitor targets**
- **Value proposition**
- **Reason to believe**

Imperative 3: Set Strategic Direction and Positioning

- Set performance objectives
- Craft the positioning statement
- **Address markets in different development stages**

Address Markets in Different Life-Cycle Stages



Imperative 3: Set Strategic Direction and Positioning

- Set performance objectives
- Craft the positioning statement
- Address markets in different development stages
- **Make critical branding decisions**
- **Do we have a profitable business model?**

Six Marketing Imperatives

- Imperative 1: Determine and recommend which markets to address
- Imperative 2: Identify and target market segments
- Imperative 3: Set strategic direction and positioning
- **Imperative 4: Design the market offer**

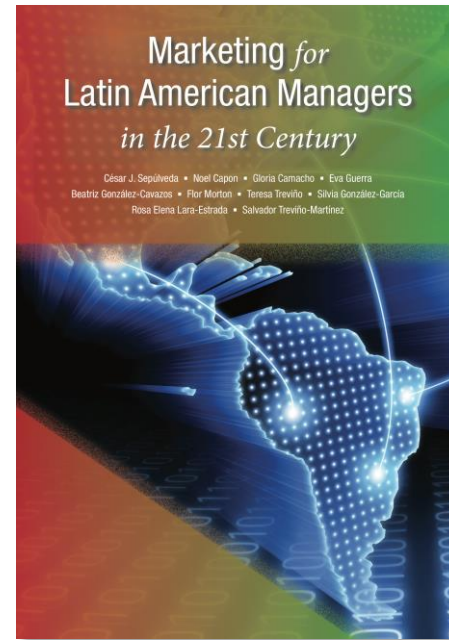
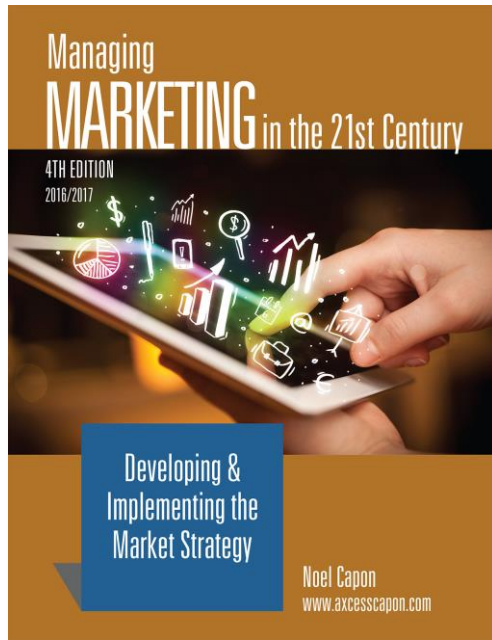
Design the market offer

- **Product**
- **Price**
- **Distribution**
- **Promotion**

Six Marketing Imperatives

- Imperative 1: Determine and recommend which markets to address
- Imperative 2: Identify and target market segments
- Imperative 3: Set strategic direction and positioning
- Imperative 4: Design the market offer
- **Imperative 5:** Secure support from other functions
- **Imperative 6:** monitor and control execution and performance

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