Managing Marketing in the 21st Century

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Managing MARKETING in the 21st Century

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Developing & Implementing the Market Strategy

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Marketing for Latin American Managers in the 21st Century

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The Acropolis, Athens, Greece
The Purpose of Marketing

- Shareholder Value
- Organizational Survival and Growth
- Current and Potential Profits
- Attract, Retain, and Grow Customers
- Customer Value
- Company

Competitors
Broad Canvas: Long-Run Evolution

Scarcity of Supply → Scarcity of Demand
# Major Focus

<table>
<thead>
<tr>
<th>Scarcity of Supply</th>
<th>Scarcity of Demand</th>
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<tr>
<td><strong>Key personnel</strong></td>
<td>Production VP</td>
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<td><strong>Firm value</strong></td>
<td>Balance sheet assets</td>
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<td><strong>Focus of attention</strong></td>
<td>Production efficiency</td>
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<tr>
<td><strong>Critical investment</strong></td>
<td>Plant &amp; Equipment</td>
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Narrow Canvas: Environmental Pressures — PESTLE

Political

Economic

Social/Cultural
The Modern Family
The Modern Family
Narrow Canvas: Environmental Pressures — PESTLE

- Political
- Economic
- Social/Cultural
- Technological
- Legal/Regulatory
- Environmental (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

- **Scenario 1**: Pioneers
- **Scenario 2**: Early-Growth Leaders
- **Scenario 3**: Early-Growth Followers
- **Scenario 4**: Late Growth
- **Scenario 5**: Maturity – But Not Really!
- **Scenario 6**: Maturity – Concentrated Market Leaders
- **Scenario 7**: Maturity – Concentrated Market Followers
- **Scenario 8**: Maturity – Fragmented Markets
- **Scenario 9**: Decline

**Axes:**
- Sales Volume
- Time
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