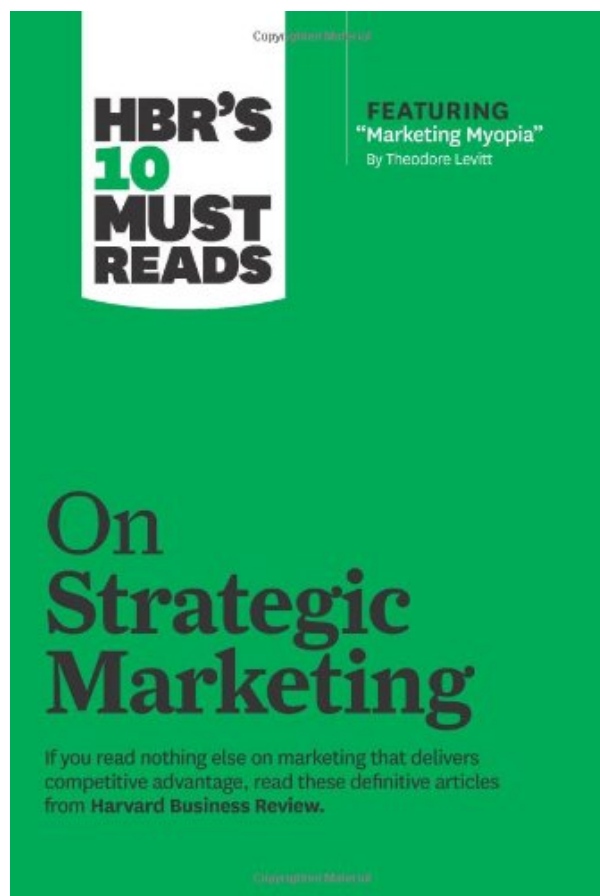
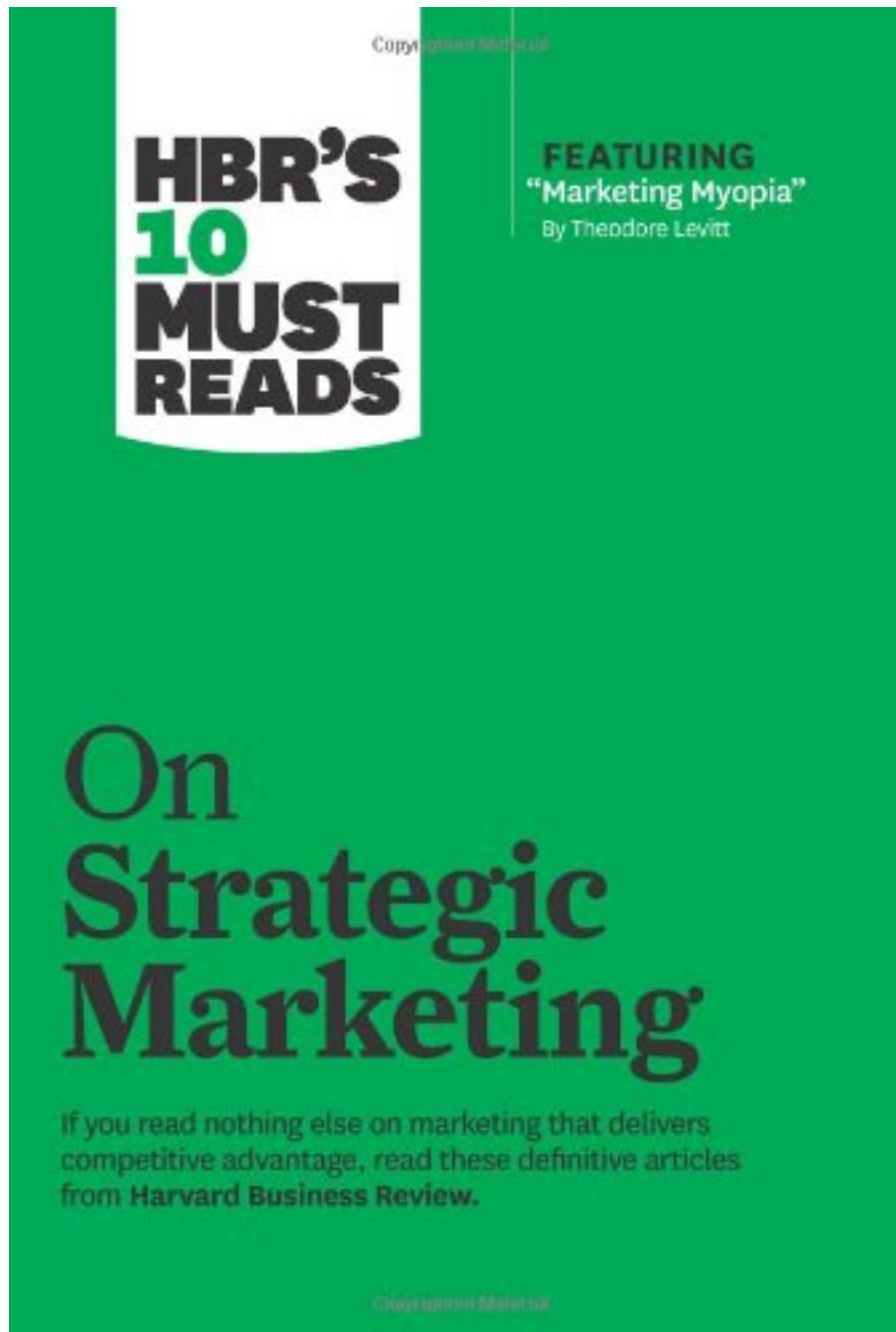


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No Bio

CLAYTON M. CHRISTIENSEN is an associate professor of business administration at the Harvard Business School. Prior to joining the Harvard faculty, he was chairman and president of Ceramics Process Systems Corporation. He holds degrees from Brigham Young University and Oxford University, where he studied as a Rhodes scholar. He lives in Belmont, Massachusetts.

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Contains Both Useful Up-to-Date and Classic Articles

By Loyd Eskildson

The key distinction between a traditional and a customer-cultivating company is that one is organized to push products and brands whereas the other is designed to serve customers and customer segments. In the latter, communication is two-way and individualized, or at least tightly targeted at thinly sliced segments. B2B companies, such as IBM and P&G, use key account managers and global account directors to focus on meeting customers' evolving needs, rather than selling specific products. Fry's uses a data-collecting loyalty card to track which stores customers visit, what they buy, and how they pay - this helps tailor merchandise to local tastes and customize offerings at the individual level (eg. new fathers tend to buy more beer because they can't spend as much time at the bar). When a checking account or credit-card customer gets married, they're a good cross-selling prospect for an auto or home insurance policy and a mortgage. Customer relationship management has increasingly been taken on by companies' IT groups. Old R&D-driven models for new product development are giving way to creative collaborations between R&D and marketing.

Consumers today go through four stages - consider, evaluate, buy, and enjoy, advocate, bond. If the consumer's bond with a brand is strong enough, they'll enter the final two stages and skip the first two. The consider stage begins with top-of-mind consideration of products/brands assembled from exposure to ads, encounters with friends, and other media channels beyond manufacturers' and retailers' control. In many categories today the single most powerful influence to buy is someone else's advocacy. The evaluate stage will typically add new brands and some of the originals as consumers learn more and their selection criteria shift. Many consumers go directly to Amazon.com with their rich array of product-comparison information, consumer and expert ratings, and visuals. A growing number are buying through retail sites and choosing either direct shipping or in-store pickup. Increasingly, consumers put off a purchase decision until actually in a store, at which point they may be easily dissuaded - often by frustration over inconsistencies between model numbers, product descriptions, and visuals. . Many consumers conduct online research about

purchased products after purchase, and often comment there on their experiences. Many media-using marketers focus principally on advertising rather than driving advocacy.

There is no such thing as a growth industry - only companies organized and operated to create and capitalize on growth opportunities. Industries that assume themselves to be riding some automatic growth escalator invariably descend into stagnation. Four conditions usually guarantee this: 1)The belief that growth is assured by an expanding and more affluent population. 2)The belief there is no competitive substitute for the industry's major product. 3)Too much faith in mass production and the advantages of declining unit costs as output rises. 4)Preoccupation with a product that lends itself to carefully controlled scientific experimentation, improvement, and manufacturing cost reduction.

The world's strongest brands excel at delivering the benefits customers truly desire, brand equity is tied both to the actual quality of the product/service and to various intangible factors - eg. 'user imagery' (the type of person who uses the brand), 'usage imagery' (the type of situations in which the brand is used), the type of personality the brand portrays (sincere, exciting, competent, rugged), the feeling that the brand tries to elicit in customers (purposeful, warm), and the type of relationship it seeks to build with its customers (committed, casual, seasonal). The strongest brands stay on the leading edge in the product arena and tweak their intangibles to fit the times, clearly communicate similarities to and differences from competitors, sends a consistent message over time, and are consistently supported by building and maintaining brand awareness.

Also includes Frederick Reichheld's 'The One Number You Need to Grow,' reviewed separately on this site.

1 of 1 people found the following review helpful.

Another great collection buy not nearly as deep as other HBR collections

By Robert Kirk

I've read a few of these HBR collections and they really are quite valuable but I found that the articles in the later part of the books seem to tail off. This book is no different, there are some great articles and some articles that aren't as life changing. I am taking a marketing MBA course right now and I wanted to find some great material to use for my papers. I think the first couple of articles are quite useful but the quality drops. In short, it's a good collection and useful but not all of the articles.

6 of 9 people found the following review helpful.

How the right strategy can help create or increase demand for whatever is offered

By Robert Morris

This is one in a series of volumes that anthologizes what the editors of the Harvard Business Review consider to be the "must reads" in a given business subject area, in this instance strategic marketing. I have no quarrel with any of their selections, each of which is eminently deserving of inclusion. Were all of these ten article purchased separately as reprints, the total cost would be \$60 and the value of any one of them exceeds that. Given the fact that Amazon now sells this one for only \$16.16, that's quite a bargain. The same is true of volumes in other series such as "Harvard Business Review on..." and "Harvard Business Essentials." I also think there is great benefit derived from the convenience of having a variety of perspectives and insights gathered in a single volume

In all of the volumes in the "10 Must Read" series that I have read thus far, the authors and HBR editors make skillful use of several reader-friendly devices that include "Idea in Brief" and "Idea in Action" sections, checklists with and without bullet points, boxed mini-commentaries (some of which are "guest" contributions from other sources), and graphic charts and diagrams that consolidate especially valuable information. These and other devices facilitate, indeed accelerate frequent review later of key points later.

Those who read this volume will gain valuable information, insights, and counsel that will help them to

determine which business they are really in, how to create products and services that people need to get their work done and done right, how to get a bird's eye view of their brand's strengths and weaknesses, how to tap a market that's larger than China and India [begin italics] combined [end italics], how to deliver superior value to their B2B customers, and how to resolve all issues between and among departments, especially between sales and marketing

Here are three brief passages that are representative of the quality of the articles from which they are excerpted as well as the quality of the other seven articles in this volume.

From Marketing Myopia, Theodore Levitt, Pages 29-56: "In short, the organization must learn to think of itself not as producing goods of services but as buying customers , of doing the things that make people want to do business with it. And the chief executive officer has the inescapable responsibility for creating this environment, this viewpoint, this attitude, this aspiration. The chief executive must set the company's style, its direction, and its goals."

From Marketing Malpractice: The Cause and the Cure, Clayton M. Christensen, Scott Cook, and Taddy Hall, Pages 57-76: "Thirty thousand new consumer products hit store shelves each year. Ninety percent of them fail. Why? We're using misguided practices...Here's a better way: Instead of trying to understand the `typical' customer, find out what jobs people want to get done. Then develop [begin bold face] purpose brands [end bold face]: products or services customers can `hire' to perform those jobs."

From The One Number You Need to Grow, Frederick F. Reichheld, Pages 151-170: "Based on information from 4,000 consumers, we ranked a variety of survey questions according to their ability to predict this desirable behavior. (interestingly, Creating a weighted index - based on responses to multiple questions and taking into account the relative effectiveness of those questions - provided significant predictive advantage.)

"The top-ranking question was far and away the most effective across industries [what Reichheld characterizes as "The Ultimate Question"]:

- o `How likely is it that you would recommend [company X] to a friend or colleague?'

"Two questions were especially effective predictors in certain industries:

- o `How strongly do you agree that [company X] deserves your loyalty?'

- o `How likely is it that you will continue to purchase products/services from [company X]?'

"Other questions, while useful in a particular industry, had little general applicability." Reichheld then provides a list of those questions. The "number" to which the title of this article refers is generated by the Net Promoter® Score System, devised by Reichheld and discussed in this article and then thoroughly explained in two subsequent books, *The Ultimate Question: Driving Good Profits and True Growth* (2006) and *The Ultimate Question 2.0 (Revised and Expanded Edition): How Net Promoter Companies Thrive in a Customer-Driven World*, with Bob Markey.

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