

Decades of Marketing in 5 Minutes

Jay **Cross**

I've sold tangibles and intangibles -- mainframes, business services, software, training programs, and big-ticket financial services. Along the way, I've beat quota, trained sales forces, managed sales teams, researched new markets, built e-commerce web sites, championed products, led campaigns, formed joint ventures, written marketing plans, created brochures, given speeches, and authored articles. But there's always more to learn.

The best lessons so far:

From Ted Levitt's *The Marketing Imagination...*

The purpose of a business is to create and keep a customer. To do that, you have to do those things that will make people want to do business with you.

Customers buy hopeful expectations, not actual things. The ability to satisfy those expectations is more effectively communicated by the packaging than by simple generic description of what's in the package.

The form of a product is a variable, not a given. Products are planned and developed to serve markets.

From Regis McKenna's *Marketing is Everything...*

The real goal of marketing is to own the market.

The line between products and services is fast eroding. What once appeared to be a rigid polarity now has become a hybrid. Marketers who appreciate the importance of the product-service hybrid focus on building loyal customer relationships.

From Gordon Bell's *High Tech Ventures*...

Marketing is the collective mouthpiece for the firm and the guidance system for the sales organization. Marketing's job is to make selling easy.

The head of marketing needs to be an artist and an inventor. Part wizard, part technologist, part street fighter, and part strategist. Powerful imagination but is able to balance a checkbook. Charter is to invent a product in the minds of buyers. An idea-driven artisan who feeds on creative opportunity.

From Spencer Johnson and Larry Wilson's *The One Minute Salesperson*...

It comes down to caring about your customers. My purpose: I help people get the feelings they want -- soon.

People don't buy our services, products, or ideas. They buy how they imagine using them will make them feel.

People hate to be sold but they love to buy.

Jay's two cents...

Never underestimate the market. In 1900, Mercedes determined that world demand for cars would peak out at one million because that would exhaust the supply of chauffeurs; by 1920 there were 8 million Fords on the road. In the mid-1940's, IBM Chairman Thomas J. Watson said, "I think there is a world market for about five computers."

Always, always, always look at things from the customer's point of view.

Products are not real. Perception is reality.

Give prospects what they want. Executives are always on the prowl for:

- profit improvement & shareholder value
- service quality/being close to the customer
- leadership (not management)
- productivity improvement & Yankee ingenuity
- excellence & winning
- participation, empowerment, & gain sharing
- management of accelerating change
- "I want it **NOW**."

Sage Advice

"When a fellow says, 'It ain't the money, but the principle of the thing, it's the money.'" *Elbert Hubbard*

"Example is not the main thing in influencing others. It is the only thing." *Albert Schweitzer*

"To his dog, every man is Napoleon; hence the constant popularity of dogs." *Aldous Huxley*

"Imagination is more important than knowledge." *Albert Einstein*

"Never follow the crowd." *Bernard Baruch*

