

# INDEX

- Acer, 121  
Achenbach Buschhutten, 35  
Acquisitions:  
    finding the right companies for, 142–143  
    how successful they've been, 140–141  
    problems that can occur, 143–146  
    reasons for, 137–140  
    why they fail, 141–142  
Advanced Micro Devices (AMD), 148  
Advertising, 20–21  
Advertising Research Foundation, 155–156  
Advisory boards, 94, 97  
Africa, 127  
Agriculture, 182  
Alki-Technik, 35  
Alliances, 146  
Allstate Insurance, 41  
American Automobile Association (AAA), 41  
Angel investors, 114–115  
Apollo Tires, 121  
Apple, 8, 19, 38, 54, 55–56, 64, 73, 75, 83, 88–89, 111, 118–119, 128, 130  
Aravind Eye Care, 112  
Arcelik, 121  
Arcelor Mittal, 138  
ASEAN (Association of Southeast Asian Nations), 118, 127  
Assets, corporate, 156  
A-to-F process of innovation, 102–104  
AT&T, 141, 163  
*Attracting Investors* (Kotler), 115  
Attributes listing, 108  
Austerity, 193–198  
  
Backward integration, 137–138  
Bantam Books, 125  
Barnes & Noble, 36, 79  
Baskin-Robbins Ice Cream, 125  
Behavior-change campaigns, 162  
Ben & Jerry's, 154  
Benefit corporations, 160  
Benefits package, 2  
Bharti Airtel, 121  
BHP Billiton, 136  
Bill Gates Foundation, 166  
Bimbo, 121  
BlackBerry, 23, 75  
Blue ocean strategy, 106–107  
BMVSS, 112  
BMW, 97  
Book industry, 36, 79–80  
Booz & Company, 12–13  
Brainstorming, 105  
Brand:  
    building, 62–63  
    company, 19–20  
    and company's growth potential, 53–55  
    conscious efforts to, 55–56  
    developing powerful, 69–71  
    digital impact on, 68–70  
    elements of, 56–60  
    enriching, 61  
    product, 19–20  
    staying profitable during recessions, 54–55  
    stretching, 66–67  
    tools for building, 64–65  
    tracking, 67–68  
    value, 54–55, 156  
    what makes it strong, 61–64  
Brand Asset Valuation (BAV), 63–64, 68  
Brand Dynamics, 62–63, 68  
Brand equity, 67–68  
Brand extension, 66  
Brand identity, 50  
Brand image, 50, 54  
Brand integrity, 50  
Brand name, 56–58  
Brand stature, 64  
Brand strength, 64  
Braniff Airlines, 58  
Branson, Richard, 67  
Bright Food, 121  
Buffett, Warren, 166  
Burberry, 123  
Burnham, 119  
Burt's Bees, 30–31  
Bush Boake Allen (BBA), 93  
Business for Social Responsibility, 157  
Business model innovation, 106–107  
Business practices, socially responsible, 163  
Buying power, 18  
BYD, 100–101

## 208 INDEX

- Cadbury, 138, 140
- California, 173–174
- Campbell Soup Company, 53, 76–77, 113
- Capitalism, 193
- Caterpillar, 19, 53, 73
- Cause promotions, 161–162
- Cause-related marketing, 162
- Cemex, 138
- Chanel, 123
- Change, 8
- Channel partners, 98
- China, 100–101, 119, 125, 126–127, 128, 142–143
  - acquisition of western companies, 144–145
  - corporate alliances, 148
- China Mindray Company, 100
- China National Offshore Oil Corporation (CNOOC), 144
- Chrysler, 14, 141
- Cirque Du Soleil, 107
- Cisco, 93, 95–96
- Coach, 123
- Co-branding, 147
- Coca-Cola, 29, 52, 53, 54, 123
- Co-creation, 92–94
- Coffee industry, 35–36
- Committee on Foreign Investments in the United States, U.S. (CIFIUS), 144
- Communication:
  - of company values, 164–165
- Companies:
  - alternative forms of organization, 159–160
  - performance during Great Recession, 160
  - and social responsibility, 153–168
  - types of, 12–14
  - working with government and NGOs, 182–185
- Compaq, 140, 143
- Competitive margin of social value, 154
- Competitors, 8, 9–10, 106, 143–144
  - buying, 135
  - handling price cuts of, 2
  - identifying, 22–25
  - and innovation, 98
- Conservatives, 171
- Consumer spending, 194
- Consumption, 191–192
- Contingency planning, 12
- Cooperative procurement alliances, 148
- Cooperatives, 160
- Corruption, 172
- Cost-benefit analysis, 186
- Costs, reducing, 3–5
- Crate and Barrel, 125
- Creativity, 84–89, 104–111. *See also* Innovation
- Crowdsourcing, 69–70, 95–96, 115
- Customer owner, 40
- Customers:
  - assessing, 17–19
  - attracting new, 28
  - developing committed, 27–48
  - employees' impact on satisfaction, 42–46
  - empowerment, 68
  - focus on, 24
  - importance for company growth, 191
  - importance statements, 42–44
  - insights, 33
  - lifetime value of, 18–19
  - loyal, 37–41
  - perceived value, 68
  - redefining value, 110–111
  - as source of ideas, 91–98
  - and trust, 50
  - which ones to satisfy, 29–37
- Customer service, 41, 44
- Daimler Benz, 141
- Das Kapital* (Marx), 193
- Debt, 195, 197
- Decision-making, 149
- Decision trees, 12
- Default, 195
- Defense, national, 176–177, 182, 194
- Defense strategy, 1–2
- Deflation, 196–197
- Deleveraging, 192
- Delivery, product, 2
- Delo, 35
- Delphi Automotive, 138
- Denny's Restaurants, 46
- Deregulation, 171
- Developing economies, 100–101, 112–113
- Differentiation, energized, 64
- Discounts, 2
- Disney, 29, 42, 142
- Distribution channels, 53, 136
- Dollar devaluation, 195
- Domino's Pizza, 36
- Donations, 154. *See also* Social responsibility
- Doritos, 69–70
- Dove, 54
- DP World, 175
- Dreyer's Grand Ice Cream, 143–144
- Due diligence, 143
- Early Warning Systems, 7–10
- eCommerce, 130
- Economics, supply-side, 196
- Economy, national
  - and governmental regulation, 180–181
- Education, public, 177–179
- Efficiency, 3–4
- Emergencies, national, 179–180
- Emerging markets, 118
- Employee-owned companies, 159

- Employees:  
 commitment categories, 45–46  
 impact on customer satisfaction, 42–46  
 as innovative thinkers, 82–86, 88  
 as owners, 44  
 performance reviews, 46  
 and volunteering, 163
- Entitlement programs, 194
- Entrepreneurs, 111–115
- Estée Lauder, 22
- Euclid, 38–39
- European Central Bank, 187
- Exports, 120–122
- Failing company, 14
- Failure, 83
- Federal Trade Commission (FTC), 143–144
- FedEx, 36–37
- Feedback, 31
- Fiat, 95
- Financing:  
 and international trade, 131
- Firestone Tires, 125
- Ford Motor, 23, 119, 137
- Foreclosures, 195
- Foreign trade, 124–125  
 capabilities requirements, 128–132
- Forward integration, 137–138
- 4-P plan, 18
- Foxcom, 128, 130
- Free enterprise, 193
- Free market, 180, 181
- Free trade, 187
- Friedman, Milton, 178
- Friendly takeovers, 139
- Gap, 18
- Gass, Michelle, 110
- GDP (gross national product), 121  
 components of, 169  
 and consumer spending, 194  
 and government spending, 169–170  
 growth rates for world regions, 125–126
- Geely, 121
- General Electric (GE), 23, 90–91, 119, 131, 158
- General Motors (GM), 12, 23, 28, 137, 138, 149–150
- Germany, 120, 178
- Gerriets, 34
- GKD-Gebr.Kufferath, 35
- Global Crossing, 144
- Globalization, 120–121
- Goodman, John, 28, 41
- Google, 8, 13, 67, 73, 83, 142
- Gordon, William J., 105
- Government, federal, 112  
 collaboration with other governments, 187  
 and company growth, 169–189  
 criticisms of involvement in economic growth, 185–187  
 and entitlement programs, 194  
 overall impact on business, 170–171  
 role in economy, 174–181  
 spending as percentage of GDP, 169–170  
 subsidies, 172  
 working with businesses, 182–185
- Great Recession, 1, 15–17. *See also* Recessions
- Groupon, 81
- Growth:  
 by building reputation for social responsibility, 153–168  
 by developing a powerful brand, 49–71  
 by innovation, 73–116  
 by international expansion, 117–135  
 by mergers, acquisitions, alliances and joint ventures, 135–151  
 by partnering with government and NGOs, 169–189  
 through building market share, 1–26  
 through developing committed customers and stakeholders, 27–48  
 where it's occurring in the world, 125–128  
 of world trade, 123
- Gucci, 123
- Guided economic development, 180
- G. W. Barth, 34
- Haier, 121
- Harley-Davidson, 19, 38, 40, 66, 93
- Health, public, 179
- Hermès, 61
- Helzberg Diamonds, 139
- Heskett, James, 40
- Hewlett-Packard (HP), 8, 18, 140, 143
- Hidden Champions* (Simon), 34–35
- High-performing companies, 16
- High tech industry, 182
- Hippel, Eric von, 94
- Honda, 78
- Hostile takeovers, 139–140
- HTC, 121
- Huawei, 121, 159
- Human capital, 177
- Human-centered needs, 99
- Hutchinson Whampoa, 144
- Hyundai, 23–24, 121
- IBM, 73, 120
- Ideas. *See* Innovation
- Ideation methods, 84
- IDEO, 83, 89

## 210 INDEX

- IKEA, 78, 80, 107, 111  
Incumbent's curse, 82  
India, 112–113  
indiOne, 113  
Inflation, 195, 196–197  
Infrastructure, 172, 175–176, 183, 196, 197, 198  
Innovation, 54  
    and academia, 112  
    assessing level and quality of, 76–82  
    breakthrough, 76–77  
    and co-creation, 92–94  
    and customers' ideas, 91–98  
    and developing economies, 112–113  
    encouraging among employees, 88  
    and entrepreneurs, 111–114  
    and failure, 83  
    and federal government, 112  
    finding good ideas, 90–101  
    formalizing process, 101–104  
    funding, 114–115  
    and growth, 73–116  
    implanting innovative culture within company, 82–86  
    and lead user analysis, 94  
    marketing, 80–81  
    routinized, 76  
    stumbling blocks, 81–82  
    and technology, 98–101  
    why do it, 75  
Insurance, 131  
Internationalization, 117–133  
International Monetary Fund (IMF), 187  
International trade, 131, 187  
Investment, foreign direct, 118–120  
Investments, 192, 195–196  
ISO (International Organization for Standardization), 160  
  
Japan, 120, 125, 145  
Jet Blue, 24–25  
Job creation, 197  
Johnson & Johnson, 131  
Joint ventures, 146, 149–150  
  
Karl Mayer, 35  
Kelley, David, 83  
Kern-Liebers, 35  
Kia, 32  
Kickstarter.com, 115  
Kim, W. Chan, 106  
Kirow Leipzig, 35  
Knowledge experts, 9  
Korea, 125  
Kotler, Tony, 201  
Kotler Marketing Group, 15, 201  
Kraft Foods, 77, 140, 162  
Krugman, Paul, 196  
  
*Land of Promise* (Lind), 171  
Lateral marketing, 108–110, 113–114  
Lead user analysis, 94  
Lego, 40, 93  
Lenovo, 121  
Levi Strauss, 97  
Levitt, Theodore, 37  
Lexus, 24, 67  
LG, 121  
Libertarians, 171  
Life cycle, 19  
Lifetime value, customer, 18–19  
Lind, Michael, 171  
Line extension, 66  
Logos, 58–59  
L'Oréal, 22  
Louis Vuitton, 123  
Low-performing companies, 16  
Loyalty, customer, 37–41. *See also* Satisfaction, customer  
LSI Logic Corporation, 97  
  
Manufacturing, U.S., 122  
Margins, 1, 130  
Marketing,  
    cause-related, 162  
    defining target market, 32  
    global, 120–121  
    improving strengths, 12–14  
    innovations, 80–81  
    lateral, 108–110, 113–114  
    mix, 14  
    during a recession, 15–17  
    strategic, 199  
    visionaries, 77–78  
Market niches, 33–35  
Market penetration, 53  
Market profile, 14  
Market segments, 17–19, 32–37  
Market share, 1–26, 130  
    developing plans for gaining, 3  
    winning strategies for, 22–25  
Marx, Karl, 193  
Masimo, 119  
Mattel Company, 36, 141  
Mature industries, 37  
Mauborgne, Renée, 106  
McDonald's, 17, 49, 52  
Media, digital, 68–70  
Medtronic, 96  
Mercedes, 19, 24, 37, 61, 66, 94  
Mergers, 137–140, 142–143  
Micro-markets, 29–37, 128  
Microsoft, 8, 10, 13, 93, 141  
Military expenditures, 194  
Mindray Company, 100  
Minolta, 96–97  
Mitchells, 31–32

- Mitsubishi, 58  
 Modelo, 121  
 Momentum, 64  
 Monaghan, Tom, 36  
 Money culture, 198  
 Mont Blanc, 123  
 Monte Carlo simulation, 12  
 Morphological analysis, 107–108  
 Mortgages, 195  
 MTS, 121  
 Multinational companies, 121  
 Mutual companies, 159–160
- Name, brand, 56–58  
 Narayana Hrudayalaya, 113  
 National security, 144, 175, 176–177  
 Natura, 121  
 Natural disasters, 179–180  
 Nestlé, 62, 109, 143–144, 163  
 Netjets, 139  
 Net promotion score, 39  
 NGOs (nongovernmental agencies):  
   and company growth, 169–189  
   and revenue-producing projects, 184–185  
   working with businesses, 182–185  
 Niche markets, 29–30, 33–35  
 Nike, 20, 66, 130, 158–159  
 Nissan, 23  
 Nissha, 35  
 Nokia, 54, 83
- Omicron, 35  
 Opportunities and threats, 7–12  
 Osborn, Alex, 105  
 Outsourcing, 88–89, 130  
*The Ownership Quotient* (Heskett), 40
- Paradox of thrift, 187, 192  
 Partnerships, public-private, 182–183  
 Penetration, market, 53  
 Penn, Mark, 29–30  
 Petrohawk, 136  
 PetSmart, 157–158  
 Philanthropy, corporate, 163  
 Platform, 77  
 Plummer, Joseph, 155–156  
 Porsche, 67  
 Porter, Michael, 140  
 President's Council of Advisors on Science and Technology, 121  
 Pricing, 2, 53  
 Prince, George M., 105  
 Priorities, business, 1  
 Private enterprise, 172, 174, 194  
 Privatization, 174  
 Procter & Gamble (P&G), 1, 3–4, 12, 54, 74, 83, 89, 96, 127, 136, 142, 147  
 Production and marketing culture, 198
- Products:  
   improving features, 2  
   reassessing current, 19–20  
 Profitability, 18, 53  
 Profit margin, 2  
 Promotion mix, 20–25  
 Public good, 154. *See also* Social responsibility  
 Public-private partnerships, 182–183  
 Public sector, 174  
 Public works, 182  
 Purchasing power, 193  
 Putzmeister, 138, 144
- Quanta Computer Inc., 149
- Railroads, 172–173  
 Rangan, Kash, 155  
 Recessions, 193  
   and brand profitability, 54–55  
   and marketing strategies, 15–17  
 Regulation, governmental, 180–181, 185  
 Reichheld, Frederick, 39  
 Relevance, 64  
 Republican party, 171  
 Reputation, 49, 154–160. *See also* Brand  
 Research institution, scientific, 182  
 Return on marketing investment (ROMI), 21  
 Riggio, Leonard, 36, 79  
 Rosenfeld, Irene, 77  
 Roy, Dutch/Shell, 10
- SAB Miller, 121  
 Safety, public, 179  
 SAIC Motor Corp., 121, 149, 150  
 Salesforce.com, 97  
 Samsung, 73, 84–86, 100, 121, 161  
 SANY Group, 138, 144  
 Sarbanes-Oxley Act, 185  
 Satisfaction, customer, 28, 29–37. *See also*  
   Loyalty, customer  
 Savings, 191–192  
 Scale economies, 123  
 Scenario planning, 10–12  
 ScheBoBiotech, 35  
 Schultz, Howard, 35–36  
 Sears, 12, 145  
 Segment thinking, 17–19  
 Services, 2, 19–20  
 Shanghai Automotive Industries Corporation (SAIC), 149–150  
 Shareholder value, 140  
 Shell Oil, 10, 88  
 Simon, Hermann, 34  
 Simpson-Bowles Report, 197–198  
 SkySails, 34  
 Slogans, 59–60  
 Smith, Fred, 36–37  
 Social initiatives, 161–163

## 212 INDEX

- Social marketing, corporate, 162  
Social media, 68  
Social responsibility, 153–168  
    communication of, 164–165  
    guidelines for, 160–163  
    how it can contribute to growth,  
    155–158  
    major areas of, 160–163  
Sony, 75, 97, 150  
Spending, 192, 194  
Stable company, 13–14  
Stage-gate process, 101–102  
Stakeholders, 46–47. *See also* Customers  
Starbucks, 35–36, 76, 110, 158  
Stimulus spending, 193–198  
Strategic alliances, 146–149  
*Strategic Customer Service* (Goodman), 41  
Strategic groups, 90–91  
Strategic marketing, 199  
Strengths, 5–7, 12–14  
Strong company, 13  
Struggling company, 14  
Subsidiaries, 118  
Supply chain, 137–138  
Supply side economics, 196  
Surplus economy, 28  
Sustainability, 156, 157  
SWOT analysis, 5–12  
Synectics, 105–106  
  
Target market, 32  
Tariffs, 181, 187  
Tata Motors, 121  
Tata Tea, 121  
Taxes, 171, 186, 194, 195–196  
Tea Party, 171  
Technology and innovation, 98–101  
Tente Rollen, 35  
Testosterone poisoning, 141  
TEXPA, 35  
Thinking outside the box, 109  
Threats to business, 7–12  
3M Company, 73, 74, 83, 94, 149  
Timberland, 50–51, 154  
Toy industry, 36  
Toyota, 88, 158  
Trias de Bes, Fernando, 103, 108  
  
Triple bottom line, 156  
Trust, 50, 149, 156  
  
Ulker, 121  
Ulvac, 34  
Uncertainty, 186–187  
Unemployment, 195, 196  
United Airlines, 50, 69  
United States:  
    and Chinese investment, 119  
    and exports, 120  
    manufacturing, 122  
    R&D investment as percentage of GDP, 121  
    and wealth concentration, 193–194  
Universities, 112  
Unocal, 144  
  
Value, 110–111  
    proposition, 32  
    shareholder, 140  
    social, 154  
Values, corporate, 164–165  
Versatility, 118, 119  
Vertical marketing, 113  
Viral buzz, 70  
Virgin, 67  
Visits and trips, 110  
Vita, 121  
Volunteering, workforce, 163  
Volvo, 167  
  
Waisburd, Gilda, 86  
Walmart, 51–52, 119, 136, 158, 164–165  
War gaming, 12  
Weaknesses, 5–7, 12–14  
Wealth, 191, 193–194  
Websites, 97  
Weckerie, 35  
Welch, Jack, 23  
Whirlpool Corporation, 84  
Wirtgen, 35  
Word of mouth, 39, 69  
World trade, 122, 123  
World Trade Agreement, 181  
  
Zoll Medical, 119  
Zwicky, Fritz, 107