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With my Nine P's (9P's) of Marketing©2007, Several Concepts, Terms and Useful Definitions to Help Explain and Aid in the Understanding of Marketing and Related Activities, including Marketing Concepts, Marketing Objectives, Strategies, Tactics and the Marketing Mix (4P's).

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In 2026, several important strategic philosophies and practices will guide Marketing planning, branding concepts, Marketing components/elements/variables/tools/promotion/efforts, and/or Marketing relationships/partnerships/alliances. There will not be an hour or day that AI won't be influencing businesses and Marketing in '26.

As an owner, operator, supervisor, marketing executive, manager or employee, can your customers, clients or users tell the difference between your product or service and your competition? A strategic and significant difference?

Every brand should have a story to tell. But are you telling the right story? Is your brand and story reaching the right people (target market), potential purchasers? Companies and brands can gain a deeper understanding of their target market and target audiences – and how to reach them.

The **Nine P's/9P's** can be used successfully by product companies, service firms, “for profits” entities and nonprofits “selling” directly or indirectly to consumers (B2C), to marketing intermediaries (such as industrial, consumer, retail, wholesale and professional channels of distribution), and to other businesses (B2B).

What is interesting to us at Londre Marketing Consultants is that educated people, consumers, business owners, attorneys, media and other professionals use “marketing” or the term “marketing” to mean advertising or promotion. Marketing is much more.

Marketing and Advertising are not interchangeable words.

We don't like people who use buzzwords when they may not know the background of the words or concepts. With plenty of Marketing examples, I give presentations titled “What is Marketing? What is Advertising?” at universities and law schools.

Marketing is a process and has many elements.

We need “marketing” is a poorly formed request. I teach the differences and that the phrase or answer of “We have Marketing” is equally lame. You may want to sharpen your vocabulary or concepts and insist that others do the same. Deliver sales and revenue.

If you know what you need, Marketing can build revenue and save on costs.
Ultimately, improve your bottom line.

The right Marketing belief or practice is not merely an idea the mind possesses; it is an idea that should possess the minds of each individual employee of the company in trying to satisfy the consumer. Marketers must work in a group dynamic, while having a clear focus on objectives, strategies, tactics and the overall goals of the business.

We like using Marketing and its components to find problems and seek out opportunities in the marketplace.

With the **Nine P's/9P's** of Marketing you can start managing your Marketing efforts right now with both a telescope and a microscope.

As Management guru Peter F. Drucker once said:

“Because the purpose of business is to create a customer (Londre’s “People” or potential customers), the business enterprise has two – and only two – basic functions: Marketing and innovation.

Drucker continued with:

“The aim of marketing is to know and understand the customer so well the product or service fits him (her/it) and sells itself.”

And this is one of the reasons or concepts of why the Nine P's of Marketing were created. “People” or targeting was slightly forgotten in the Marketing Mix, and is a major, significant part of the Nine P's of Marketing.

Your brand isn't what management, the company, brand management or you say it is. Your brand is defined by what “People” or purchasers (add non purchasers, too) think and feel about it when they see or hear the company or product's name. It's so important to take the time to build your brand the right way.

With plenty of planning and research, in late 2025, Nike changed its famous slogan or tagline of “Just Do It.” To “Why Do It?” Their decision was based on younger potential customers, segmentation and targeting.

Developing a strong brand is a byproduct. It really comes by executing and doing the elements/parts/things/variables/ingredients/components in the Nine P's of Marketing... right. As a start, make research and planning priorities. Make sure the Product or Service is excellent,

What does "strategy" really mean?

It's about options, choices and decision-making. As a marketing pro, brand manager or advertising professional...you need to know the options. With research and planning (one of the Nine P's), at its center, along with “People,” strategy is nothing more than making smart marketing decisions and choices targeted to the right “People.” . And if you are a strategist

demonstrate vision and creativity, going beyond the confines of what's doable today or tomorrow but in the future, with a changing marketplace and competitive landscape.

We'll use examples throughout this paper.

Microsoft's CEO Satya Nadella told employees "Our industry does not respect tradition – it only respects innovation." That is why under the 9P's of Marketing, innovation can fall under Marketing Planning and Research, Product, Price, Place or Distribution, Promotion, Presentation and even in the level of Passion.

Companies do not get potential users or customers to try a product by convincing them to love their brand. You get them to love a brand ---YOURS--- by convincing them to try and use the product or service.

Be sure your company is taking good care of their customers (**People/Purchasers**), and having the right **Planning** and targeting (**People**), the right **Product or Service**, right **Place** or distribution, right **Price**, right **Promotion**, right **Partners**, and the right **Presentation**, with the right amount of **Passion** in delivering the 9P's of Marketing.

Marketing is about action and making things happen.

It's about looking for and establishing objectives, strategies and tactics. It's not about hope or the feeling of expectation nor the desire for a certain thing to happen, as in hoping to increase sales versus a major competitor.

Objectives develop into strategies and evolve into tactics. Every tactic should have a clear marketing purpose and look at the journey of a prospect to purchaser or buyer.

Simply: In a "purchasing funnel¹" you want to nurture prospects until they are ready to buy.

Marketing is about little details and big details, related to all its elements and components. The little details can make big things happen.

Make sure your firm has competitive differentiation or distinction, customers and users preferring your product over the competition. You can break this down by product, price, service and other differentials. That's a big, strategic detail or details.

Unique Selling Proposition or Point, shortened to U.S.P. falls here too. Differentiate based on the needs and wants of the potential consumers and businesses. For some products, "being different" is perceived to be better when the difference or differential may or may not be significantly important to the buyer and/or user.

If it's worth doing right, then do it right with the Nine P's of Marketing.

I teach and consult that "product and service" differentiation, real distinction plus, customer satisfaction, are what build brands.

Concepts, Terms and Useful Definitions

¹ The purchase funnel, or purchasing funnel, is a consumer-focused marketing model that illustrates the theoretical customer journey toward the purchase of a good or service. In class and in court I used AIDA--- Awareness, Interest, Desire and Action.

(Please note that the Nine P's/9P's of Marketing ©2007 start on page 8)

Marketing is the process by which companies engage customers, build strong customer relationships, and create customer value in order to capture value from customers in return. (Principles of Marketing, 19e, Kotler, Armstrong, Balasubramanian and Agnihotri, 2023)

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (Definition approved by the American Marketing Association, Board of Directors).²

Marketing: The activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large. (Marketing Management 15e, Kotler and Keller, 2016; Principles of Marketing, Version 4.0, Tanner and Raymond, 2018)

Marketing is “The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” It is defined by the American Marketing Association as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”

I have added more components, parts or elements to the 4P's (Product, Price, Promotion and Place), including Planning, People, Partners, Passion and Presentation. There are many activities or components, of marketing, including:

1. Creating: The process of collaborating with suppliers (“Partners”) and customers to create Product and service offerings that have value.
2. Communicating and Promoting: Broadly, describing those Product and service offerings, as well as learning from customers (part of Planning and research).
3. Delivering: Getting those offerings to the consumer (“People”) in a way that optimizes value.
4. Exchanging: Trading value (Price) for those offerings. (Principles of Marketing, Version 5.0, Tanner and Raymond (https://scholar.flatworldknowledge.com/books/35297/fwk-133234-ch01_s01/read) (2023)

Marketing Management is the art and science of choosing target markets and building profitable relationships with them. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

The aim of **Marketing** is to know and understand the customer so well that the product or service fits him (her/it) and sells itself. (Peter F. Drucker)

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. The previous definition: **Marketing** is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. The American Marketing Association (established in 1937 by visionaries in marketing and academia) unveiled their definition used as the official definition in books, by marketing professionals and taught in universities. The American Marketing Association revisits the definition for marketing every five years in a disciplined effort to reflect on the state of the marketing field. This process, as laid out in the Association's bylaws, is guided by a committee whose members represent a cross-section of the marketing industry; the committee was formed in late 2006, under the leadership of Donald R. Lehmann, the George E. Warren Professor of Business at Columbia Business School in New York. (www.ama.org; <http://www.marketingpower.com/AboutAMA/Pages/DefinitionofMarketing.aspx>)

²American Marketing Association, "About AMA: Definition of Marketing," <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx> (cited and approved in 2017; confirmed on 9/25/2025)

The **Marketing Concept** is a philosophy. It makes the customer, and the satisfaction of his or her needs, the focal point of all business activities. It is driven by senior managers who are passionate about delighting their customers. Marketing is not only much broader than selling; it is not a specialized activity at all. It encompasses the entire business. It is the whole business seen from the point of view of the final result, that is, from the customer's point of view. Concern and responsibility for marketing must therefore permeate all areas of the enterprise. (Peter F. Drucker)

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy the perceived needs, wants, and objectives of individuals and organizations. (Contemporary Advertising, 15e, Arens, Weigold, 2017)

Marketing is the performance of activities that seek to accomplish an organization's objectives by anticipating customer or client needs and directing a flow of need-satisfying goods and services from producer to customer or client. (Basic Marketing, A Marketing Planning Approach, 19 Edition, Perreault, Cannon and McCarthy, 2014)

Marketing is the process of creating, distributing, promoting and pricing goods, services, and ideas to facilitate satisfying exchange relationships with consumers and to develop and maintain favorable relationships with shareholders in a dynamic environment. (Foundations of Marketing, 12e, Pride and Ferrell, 2025)

The AMA (American Marketing Association) defines **Marketing** as the "Activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. This definition considers all parties involved in the marketing effort: members of the producing organization, resellers of goods and services, and customers or clients. (A Preface to Marketing Management, 13th edition, J. Paul Peter, James H. Donnelly, Jr. 2012; Advertising, 2E, Arens, Schaefer, Weigold, 2015)

Knowledge-based marketing requires a company to master a scale of knowledge: of the technology in which it competes; of its competition; of its customers; of new sources of technology that can alter its competitive environment; and of its own organization, capabilities, plans, and way of doing business. Armed with this mastery, companies can put knowledge-based marketing to work in three essential ways: integrating the customer into the design process to guarantee a product that is tailored not only to the customers' needs and desires but also to the customers' strategies; generating niche thinking to use the company's knowledge of channels and markets to identify segments of the market the company can own; and developing the infrastructure of suppliers, vendors, partners, and users whose relationships will help sustain and support the company's reputation and technological edge.

This is even more important today with AI. The other half of this new marketing paradigm is **Experience-based marketing**, which emphasizes interactivity, connectivity and creativity. With this approach, companies spend time with their customers, constantly monitor their competitors, and develop a feedback-analysis system that turns this information about the market and the competition into important new product intelligence. At the same time, these companies both evaluate their own technology to assess its currency and cooperate with other companies to create mutually advantageous systems and solutions. These close encounters—with customers, competitors, and internal and external technologies—give companies the firsthand experience they need to invest in market development and to take intelligent, calculated risks. (Harvard Business Review, published in February 1991, <https://hbr.org/1991/01/marketing-is-everything>)

Marketing is the process of conceiving, pricing, promoting and distributing ideas, goods and services to create exchanges that benefit consumers and organizations. (Advertising & Integrated Brand Promotion, 5e, O'Guinn, Allen, Semenik, 2019)

The **Purpose of Marketing** is to sell more stuff to more people more often for more money in order to make more profit. (Sergio Zyman)

Market-centered company: A company that pays balanced attention to both its customers and competitors in designing its marketing strategies. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

The Mantra of Marketing: Marketing's job is to create, communicate and deliver value to a target market at a profit. Market Management needs to "Create Value," "Communicate Value" and "Deliver Value." There are three businesses here: Product Management; Brand Management; and Customer Management. (Kotler at London Business Forum)

Marketing Mix: The set of tactical marketing tools -- product, price, place and promotion -- that the firm blends to produce the response it wants in the target market. (Principles of Marketing, 19e, Kotler, Armstrong, Balasubramanian and Agnihotri, 2023)

Marketing Process consists of:

1. Analyzing opportunities
2. Developing marketing strategies
3. Planning marketing programs
4. Managing the marketing effort

Marketing Research is the function that links the consumer, customer and public to the marketer through information -- information used to identify and define marketing opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications. (American Marketing Association, approved October 2017, reviewed in 2025)

Consumer/Business-to-Business (B2B)/Nonprofit/International or Global Marketing/ Internal Marketing/ Integrated Marketing (IMC)

Consumer Marketing occurs when organizations sell to individuals or households that buy, consume, and dispose of products and services.

Business-to-Business Marketing occurs when a business purchases goods or services to produce other goods, to support daily operations, or to resell at a profit.

Digital and Social Media Marketing: The use of technology-intensive platforms - Using digital marketing tools such as websites, social media, mobile apps and ads, online video, email, and blogs to engage consumers anywhere, at any time, via digital services. (Principles of Marketing, 19e, Kotler, Armstrong, Balasubramanian and Agnihotri, 2023); Principles of Marketing, 17e, Kotler and Armstrong, 2018)

Global or International Marketing consists of the activity, institutions and processes across national borders that create, communicate, deliver, and exchange offerings that have value for stakeholders and society. International marketing has forms ranging from export-import trade to licensing, joint ventures, wholly owned subsidiaries, turnkey operations, and management contracts. (International Marketing, Czinkota and Ronkainen)

Guerrilla Marketing or Guerrilla Promotion is a promotional strategy or strategies that usually focuses on low-cost, unconventional marketing and promotional tactics that yield maximum results versus the competition. Guerrilla promotion or marketing can be small, quick, sharp, smart tactics, with high energy, "the element of" surprise marketing strategies delivering sales. The concept comes from reviewing "warfare" tactics such as elements of surprise attacks (could be pricing and deals), ambushes (cities or regions), sabotage, raids including competitive elements of surprise. Competitive guerrilla marketing or

promotion *uses* similar tactics in marketing and promotion, but they need to be lawful and fit under local regulations.

Internal Marketing: Marketing can't go it alone in creating customer value. Under the company-wide strategic planning, marketing must work closely with other departments to form an effective internal company value chain and with other companies in the marketing system to create an external value delivery network that jointly serves customers. Orienting and motivating customer-contact employees and supporting service employees to work as a team to provide customer satisfaction, occurs when managers of one functional unit market their capabilities to other units within their own organization. (Principles of Marketing, 19e, Kotler, Armstrong, Balasubramanian and Agnihotri, 2023); Principles of Marketing, 18e, Kotler and Armstrong, 2021); Marketing, Connecting with Customers, Harrell, 8e, 2008)

Integrated Marketing is when all departments of a firm work together to serve the needs of the customer.

Integrated Marketing Communications (IMC) and Coordinating Media: As defined by the American Association of Advertising Agencies: "A planning process designed to assure that all brand contacts received by a customer or prospect for a product, service or organization are relevant to that person and consistent over time."

This planning process evaluates the strategic roles of a variety of communications disciplines--for example, general advertising, direct response, sales promotion, online and public relations--and skillfully combines these disciplines to provide clarity, consistency and maximum impact through the seamless integration of messages.

A concept of communications planning that recognizes the added value of a comprehensive plan. Companies must adopt a 360-degree view of consumers to fully understand all the different ways communications can affect behavior.

IMC is the process of using promotional tools in a unified way so that a synergistic communications effect is created. Media coordination can occur across and within media types, but marketers should combine personal and nonpersonal communication channels through multiple-vehicle, multiple-stage campaigns to achieve maximum impact and increase message reach and impact.

Carefully integrating and coordinating the company's many communication channels to deliver a clear, consistent and compelling message about the organization and its products. The concept of marketing communications planning that recognizes the added value of a comprehensive marketing planning that evaluates the strategic roles of a variety of communications disciplines---for example, advertising, direct response, social, sales promotion, and public relations---and combines these disciplines to provide clarity, consistency, and maximum communications impact.

Audiences and specific target audiences (media term) are becoming more sophisticated and empowered in their media usage and consumption. With more media outlets and channels offering new ways to promote and communicate, many businesses struggle with fragmented messages across traditional, digital and social media. The brand is what "they" say you are. Communicate the brand "value" or "values." What makes "your" brand special or "right" internally, with partners and in the marketplace? (Principles of Marketing, 19e, Kotler, Armstrong, Balasubramanian and Agnihotri, 2023); Principles of Marketing, 18e, Kotler and Armstrong, 2021; Marketing Management 15e, Kotler and Keller, 2016; Marketing Management 14e, Kotler and Keller; Naik and Raman, "Understanding the Impact of Synergy in Multimedia Communications," Journal of Marketing Research, 2003; Belch and Belch)

Integrated Marketing Communications (IMC) is carefully integrating and coordinating the company's communications channels to deliver a clear, consistent, and compelling brand and company message. The process of using promotional tools in a unified way so that a synergistic communications effect is

created. (Principles of Marketing, 19e, Kotler, Armstrong, Balasubramanian and Agnihotri, 2023); Advertising & Integrated Brand Promotion, 5e, O'Guinn, Allen, Semenik, 2009)

Marketing Compliance: The standards for compliance and conformity are usually grouped by being internal and external.

- Internal compliance standards are developed, created and adopted by the company, with the possible help of one or more of its partners. The internal standards are the company or the brand's marketing rules or guidelines, on the use of logos, colors, designs, copy, slogans, text and other elements to protect the brand and its messages.
- External compliance standards consist of regulations, laws and regulations that guide the marketing and promotional efforts of every business. Includes the Federal Trade Commission (FTC), plus state and local government agencies as well as trade and industry associations. These standards and rules protect consumers from being misled, tricked, and/or deceived by businesses. These compliance laws ensure consumers' privacy rights and the information a company or brand collects and how they communicate with that brand.

Nonprofit Marketing occurs when an organization does not try to make a profit but instead attempts to influence others to support its cause by using its service or by contributing.

Omni Channel or Omni channel: The multichannel approach to sales, under "Place" in the nine P's of marketing that seeks to provide the customer or target ("People") with a seamless shopping experience whether the potential customer is shopping online from a desktop or mobile device, in a brick-and-mortar store or on their smartphone.

Relationship Marketing refers to strategies and tactics for segmenting consumers to build loyalty. It leverages database marketing, behavioral advertising and analytics to target consumers or "People" under 9P's, precisely and create loyalty programs.

Nine P's (9 P's) of Marketing ©2007

Planning, includes
Research
People or Targeting
Product

Price or Pricing
Promotion
Place

Partners
Presentation
Passion

Larry Steven Londre of Londre Marketing Consultants owns the copyright for this concept, the Nine P's/9 P's ©2007, which augments the Marketing Mix and 4P's by the American Marketing Association, Neil Borden and E. Jerome McCarthy.

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- **Planning, Process or Marketing Process:** To develop and transform marketing objectives into marketing strategies and then to tactics, marketing management must make basic decisions on marketing targets ("People"), marketing mix, marketing budgets/expenditures and marketing allocations. It's dividing the total marketing budget among the various tools in the marketing mix and the nine P's plus for the various products, channels, promotion, media and sales areas.
 - Research and plan or planning.
 - Marketing Research falls under "Planning," as the first of the nine Marketing P's. Look at these parts, issues and components:

- Marketing research is the function that links the potential consumer, customer, user and public (“People”) to the marketer through information—the information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions or tactics; monitor marketing performance; and improve understanding of marketing as a process.
 - Marketing research specifies the information required to address these issues, designs the method or methods for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications.³
 - Using research applies to each component and part in the nine/9P’s of Marketing.
 - Peter Drucker said: “There is only one valid definition of business purpose: to create a customer.” I add and teach to look at the constant elevating and changing demands of customers in purchasing products. Also look at “why” they are not buying.
 - Volatile economy
 - Consumers and customers have more information about products than they have ever had in history.
 - On IoT or the Internet of Things we’re still a long way from realizing the potential of data for retention of customers, streamlining manufacturing and its process or monitoring the supply chain.
- It’s good to note that Albert Einstein said:
 - “Not everything that counts can be counted, and not everything that can be counted counts.”
 - Planning includes observing what to do and what not to do in the marketplace. It includes research and developing a vision for each of the remaining nine P’s.
 - As in retention and returning customers, “When the customer comes first, the customer will last.”
 - Under marketing strategy and planning, marketers may be pushing and positioning into a new marketplace or mindspace, like when the pork industry was transformed into “the other white meat.” Plus, Snickers promotes its “Product” as a snack and as a meal replacement, with its nuts. It’s not just another “candy bar.”
 - Neil Young, musician on creativity and ideas which can be used for planning: “Whatever I’m doing if I have an idea, I stop doing what I’m doing, and I do that. If I thought of something right now –which I’m not – if something came to me, the guitar is right there. The idea is to do it.”
 - Chris Cox, former chief product officer, Facebook: “I think any good company is trying things, is forcing itself to try things, and you need to be able to put things together out there and try and learn people only get in trouble if they’re not honest about failure.”
 - Kenneth R. Andrews with his influential textbook Business Policy: Text and Case: He did not set out to detail the concept of “what strategy is,” under “Planning.” Instead, he said that he chose to “sidestep the problem of drawing distinctions between objectives, policy and programs of action. I would put them in several categories but specifically under “Planning” with its implementation and execution, in the Nine P’s.

According to Andrews, strategy or strategies are the pattern or patterns of decisions in a company or firm that determine and reveal its objectives, purposes or goals. They produce the principle policies and plans for achieving those goals, plus defines the range of businesses the company is to pursue, the kind of

economic and human organization it intends to be, and the nature of the economic and non-economic contributions it intends to make to its shareholders, employees, customers, and communities. I add "Partners," into the Nine P's, along with the other "P's."

- Using observation, research and strategies, find a position in your industry where the competitive forces are weakest. Or where you can innovate, using one or more of the 9P's.
- The essence of strategy or strategies is choosing a valuable position or positioning rooted in marketing objectives, strategies and tactics, plus actions that are much more difficult to match by your competitors. Start with planning, process and an analysis of the Nine P's.
- Critical thinking is finding connections between things that seem disconnected (divergence). And another reason to review and use the Nine P's of Marketing. They interrelate.

Critical thinking based on a quote by Leonardo da Vinci:

- "Principles for the development of a complete mind: Study the science of art. Study the art of science. Develop your senses, especially learn how to see. Realize that everything connects to everything else."

Developing a strong brand is a byproduct. It comes from doing the other things in the Nine P's of Marketing... right. Make sure the product is excellent. Be sure the company is taking good care of their customers, and having the right planning and targeting, the right product, right price, right promotion, right partners, right presentation, with the right amount of Passion in the 9P's.

Review segmentation and targeting and look at the strategy of FOMO: Fear of Missing Out)

Make sure there is differentiation or distinction in your product or service. Unique Selling Proposition or Point, shortened to USP, falls here too. Differentiate based on the needs and wants of the potential consumers and businesses.

USP or U.S.P., in the past, centered on specific features about the product offering. In today's marketplace the differences may be on the customer's experience and how they like "dealing" with the product or the sales experience. These factors and experiences are what build brands.

One more insight into planning: Experienced marketing professionals know what it takes to research, develop and execute a successful campaign and not just creatively, but also financially.

- **People/Prospects/Potential Purchasers/Purchasers (Target Market)**

- "People" is the concept of attracting, engaging and converting your potential customers or prospects from the beginning of the process to purchase. I referred previously to the purchase funnel.
- Companies have collected information and data for as long as I have taught marketing. As a marketing professional, brand manager, client or marketing manager start by connecting the dots about your potential consumers, actual consumers and users. You want to acquire or find prospects and nurture them with your Marketing variables. I have been doing research on retail media networks which are collecting data, online and instore.
- Marketing research has come to the forefront, as organizations are tapping into customer data and consumer insights not only to better connect with their "People," target markets/audiences, but also to develop the "right," winning business strategies.
- The information on potential and actual buyers or purchasers starts with accurate, comprehensive data that works across all channels to help the company identify buyer and audience attributes to target precisely.
- It's your set of buyers/purchasers, which is named a "target market;" a set of buyers who share common needs or characteristics that the company decides to serve. Market targeting can be carried out at several different levels.

- Activate these insights using all the characteristics of the different segments to all your channels.
- A target market is a particular group of consumers at which a product or service is aimed. A product focusing on a specific target market contrasts sharply with one following the marketing strategy of mass marketing. In our analysis and thinking, a target audience would be a media term; target market is a marketing term.
- Another term used is "personas." These are fictional characters or potential users which you create based upon your research to represent the different user types that might use your service, product, site or brand in a similar way. Creating personas will help you to understand your users' needs, experiences, behaviors and goals.
- Defining a target market or persona requires market segmentation; the process of segmenting the entire market as a whole and separating it into manageable units based on:
 - **Demographics.** Demographic marketing segmentation is looking at the potential or actual buyer's age, family size, race, occupation, generation, religion, gender, family lifecycle, ethnicity, nationality, income, education, social class. The demographics may be segmented into several markets to help an organization target its consumers more effectively.
 - **Geographic segmentation** could be nation, country, region, city, density, climate.
 - **Psychographics** is the science of dividing into groups on psychological/personality traits, lifestyle or values. People in the same demographic groups may be very different in their psychological profiles.
 - **Behavioral segmentation**, marketers divide buyers into groups based on knowledge of, attitude, use of or response to a product or service. User status could include occasions, nonusers, ex-users, readiness to buy and loyalty status. Could be enthusiast, traditionalist or overwhelmed just to name three.
 - **Technographics** or technographical characteristics. Understanding your potential consumer. Remember, in the back of your mind, that the reason technology is phenomenal is because it displaces years, or centuries, of previous technology. Consumers may or may not have the skills. Think employees here too. The reason technology skills are transitory is because they will almost certainly be displaced, too.
 - With all of this data, look at competing for the customers and not against your competition.
- Let's look at data and targeting, in another way. Or a strategic way of looking for potential customers or "People," under the 9P's of Marketing.
 - There are many ways to help you determine a target market.
 - Who bought or has the potential to buy, but you may want to break that down into significant segments?
 - Which products and services do they buy?
 - Pricing/Price?
 - When (date/time)?
 - Where (channel, store location or device)?
 - Payment method?

Now there are many ways to buy data. It can be a combination from my five key elements in my nine P's, under "People," with demographic, geographics, you could combine then with geo-demographic, psychographics or lifestyle, behavioral and technographics.

Being more specific...

- Transactions: Products and Services purchased, including conversion data.
- Demographics: Look for and at ages, family sizes, family life cycle, genders, incomes, occupation, education, religion, race, culture, generation, nationalities, and social class
- Promotional and Response history (opens and clicks, to promotional campaigns)

- Channel Usage/Online Behavior
- Lifestyle/Survey Responses
- Payment/Delinquencies history
- Call/Communication Logs
- Movement Data
- Planning: Research and Surveys
- Browsing online history or online behavior

Please remember that not all types of data are equally useful.

- Online purchasing: The Covid-19 pandemic essentially forced the hand of older consumers (Baby Boomers), who were slow to adapt as normal shopping routines were completely upended. They started buying online, within a couple of weeks.
- I know of a research study which only had males as the target market. Did you know from Adweek, Psychology Today, 45-48% of females play video games.
- As an example, copy for a TV or radio spot or script: "You may be new to the area" may introduce a negative in your "people" or potential customer. It could be changed to "_____ is finally here. This creates some exclusivity and addresses the "new" in the area.
- As an example, there is data available on a consumer's browsing and research behavior, content consumption, transaction history, service inquiries and social network activity which influence segmentation and targeting.
- Segmentation is an important Marketing concept; the market segmentation process includes:
 - Targeting these segments in the market based on those characteristics.
 - Checking to see whether any of these market segments are large enough to support the organization's product.
 - **MSADA**: The concept on or about segments. They need to be: **M**easurable; **S**ubstantial; **A**ccessible; **D**ifferential/Different; **A**ctionable.
 - Once a target market is chosen, the organization can develop its marketing strategies to target this market.
- From major manufacturers to startups, companies have found from their "People" research, from users and nonusers, that sugar is no longer where it's at. It's "Less Sugar" that is dominating research studies and new product development. There are changes in consumer demand and with government-imposed soda taxes, it seems like dozens of companies are looking at sugar-free options.
- An example Pepsi has acquired POPPI with less sugar sodas. Another product increasing in market share is Coca-Col's Zero Sugar.
- There are a wide range of consumers. Different segments. There are segments of consumers who "try" brands and products. There are segments who want to be trend setters.
- Looking at income: F. Scott Fitzgerald: "The rich are different from us."

Ernest Hemingway replied: "Yes, they have more money."

- The General Data Protection Regulation or GDPR changed everything in Europe. The GDPR puts consumers in the driver's seat. The GDPR protects consumer's private information online. European companies must ask European citizens for their consent before collecting personal information. There are a host of restrictions. The companies can only collect data to do a specific job and when that is done, the data needs to be deleted.
- Sometimes specific shoppers are called or named "try-sumers." They like to interact with brands and shopping provides enjoyment. Woman or classes/segments of females like to shop, and shopping doesn't always mean buying. It has been said going to a mall is entertainment. Some then call it therapy or "retail therapy." While some males don't like to shop but if they do shop, they buy. To them it is a "waste of time" to come back. One

study, as an example, that has been used in class: males or younger males shop two or three times a year for 70% of their clothes.

- What still may be missing in the research and its evaluation is the critical recognition that there may be a link between service quality and profitability. Some customers are more profitable than others.
- An aspect or aspects of technological segmentation and promotion: Advertisers can target Facebook ads based on how strong a user's phone signal is when they visit the social network, allowing them to limit data-heavy ads like video to strong connections.
- Can the segments be accessed? Marketing strategies need to be adapted for the different tiers or segments. Instead of viewing the market as a uniform group of customers with similar potential, the firm needs to view them as distinct groups or segments with differing potential. This means developing different marketing strategies for each tier, especially different strategies for price and product offerings.
- Sometimes it is easy to sum up what to do, but may be harder to execute than it seems. Look at the data, as a first step, that you are collecting about your customers or consumers. Try to make it actionable. Look at the first visit or first purchase. Repeat purchasers. Second is deciding what to do with the information. The third is communication and promotion.
- Examples include:
 - Under geographics and promotion, there is location intelligence-driven marketing and advertising which can give timely and complete insights into audiences than ever before. For example, known or called dynamic data, locating people and tracking people can use GPS, also known as Global Navigation Satellite System (GNSS), Bluetooth, Near Field Communication (NFC), Wi-Fi access points and tower cell triangulation. Also, the approximate location can also be derived from the geolocation of an IP address used to connect to the internet. These technologies should be used in a sophisticated, legal way to provide accurate latitude and longitude readings on a map.
 - What does Google know about you? It's been reported for as long as you've been using Google, Google has been building a "citizen profile" on you. A complete checklist of everything Google knows about you. All the ways you're tracked. Medium, December 21, 2018.

<ul style="list-style-type: none"> ▪ The products you buy; the products you have almost bought ▪ Your age, income, gender ▪ Every Google search you've ever made ▪ Your parental status ▪ Your relationship status ▪ Your browsing history (long-term and short-term) ▪ Your device (phone, tablet, desktop, TV) ▪ Your physical location ▪ The age of your child (toddler, infant, etc.) ▪ How well you did in high school ▪ The degree or degrees you hold ▪ The time (of day) of your Google usage ▪ The language you speak ▪ Whether you've just had a major life event 	<ul style="list-style-type: none"> ▪ Your home ownership status ▪ Your mobile carrier ▪ The exact words you enter into Google search ▪ The context and topics of the websites you visit ▪ Your Wi-Fi type ▪ Your proximity to a cell tower ▪ Your app installation history ▪ The amount of time you spend on certain apps ▪ Your operating system ▪ The contents of your email ▪ The time you spend on certain websites ▪ Whether you're moving (e.g., into a new home) ▪ Whether you're moving (e.g., walking, car or on a train)
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- Google has been building a “citizen profile” on you. This profile contains:
 - Your voice search history
 - Every ad you’ve ever seen or clicked on
 - Every place you’ve been in the last year
 - Every image you’ve ever saved
 - Every email you’ve ever sent
- A unique example of targeting and reading/understanding the data. PayPal looks at segmentation and finding a segment of their customers who were buying women’s products, men’s products, electronics, haircare products for both sexes plus dresses and tuxedos. It was a multitude of both men’s and women’s products. It was odd what they found from their research; they found out that their customers (couples/partners/husbands and wives) were using one ID and password. It was two sexes, one log in.
- The NFL delivers the games globally on TV, radio and on the phone, has reported that only 1% of fans will ever attend a live NFL game.
- Business and startups see an opportunity to serve older Americans (demographics, geographics) with technological solutions (technographics) that cater to their needs. The number of people older than 65 is expected to increase to 85 million within the next two decades.
- I was reading a bio on Art Linkletter from “Kids Say the Darndest Things.” He mentioned that “I don’t ask how old you are;” “I ask how you are old?” He mentioned “Some people are old in their attitudes at forty.” Relates to attitudes, behaviors and buying.
- Ever wonder why there are so many prescription, drug ads on “60 Minutes.” It’s about the watching or viewing audience and “People,” under the 9P’s of Marketing. Drug companies are targeting the people who take the medicine or the ones who prescribe it. Like most news programs and programming, more than half of their audiences are 55 or older.
- Facebook shows content to different users based on their preferences and demographics.
- Facebook was offering an app for six-year-olds. That is either before first grade or during first grade. It’s called “Messaging Kids” and it is a stand-alone chat and messaging app that children can send texts, videos and messages.
- A segment of car buyers when they think of Jeep, they think of running wild and free off road and driving on sand dunes. Jeep has targeted behavior and psychological needs of their target segment of potential and actual Jeep buyers.
- Privacy and technology: In the US we are an opt-out society. In the European community it is opt-in. Geographically, there is no such thing as a uniform body of law, and it influences the gathering and researching of data. Refer to GDPR of 2016. It’s been reported that the EU General Data Protection Regulation (GDPR) is the most important change in data privacy regulation.
- Target’s looking at the needs of their shoppers (guests) and using 3D modeling (under “Product” and new product development): Target can take an idea from a sketch to a prototype in a matter of days, reported in AdAge. After receiving a sketch from the designer or engineer, they can create a detailed CAD model of the product then feed it into one of their 3D printers. What results is a physical representation of what the designer envisioned. Target’s head of Product Design and Development (PD&D) team says...if we develop products that are unique to Target (stores and/or online) that our guests (shoppers) love and they can only buy them at a Target it would be a strategic advantage.
- Pew Research found that only 3% of Latinos/Hispanic/Latinx in the United States embraced the term “Latinx.” August 2020, from the survey participants, 61% preferred “Hispanic” and 29% preferred “Latino.” Latinx emerged from online use and from academia in the 2000s. Identity terms such as “Latin@” have been used by academia, as well as “Latino” and “Latina.” Also “Latine” has been a gender-neutral alternative to describe this market segment.

- John Hancock Insurance offers customers who hold certain life insurance policies price discounts and cash back on groceries if they buy nutritious foods.
 - Credit scores may predict the stability and potential longevity of a relationship. People with higher credit scores are more likely to be in a committed relationship and stay together; people tend to form relationships with others with similar credit scores. Credit scores are indicative of trustworthiness and couples with mismatches in credit scores are more likely than others to see their relationship end for reasons not directly related to their use of credit.
 - Jail-booking area TV spots. Have been called "captive ads" from Metrodata services, targeting prisoners and inmates. It is media paid for by defense attorneys and bail bond companies.
 - Leaders must show loyalty to their employees if they want their "people" or employees to be loyal to the company. Listen to them. Work with them. Address problems.
 - Companies need to strike a balance when it comes to privacy. While customers may be delighted to get real-time offers based on data and value-added offers that are tailored to them based on their usage or purchasing, some may go too far and have a "big brother" feel or vibe to them.
 - There's an expression or letters: "KYP," it refers to "Know Your People," potential purchasers. Two sides of the same coin: Know who your target is and segment the potential buyers, using the different segmentation analysis. But also know your employees. Know their skills and understanding of your objectives, strategies and tactics. Bottom line: how do they or the company communicate, interact and relate to your "People" – customers and employees.
 - A twist on both "People" and "Presentation," in the 9P's. Harvard Business Review wrote about Southwest Airlines where customer service is strategically important. For the best talent and employees, SWA states that they hire less than two percent of their total job applicants. They want to hire employees or their "people" for the right values. That is how they build one of their segments of "People," their own employees. They want a respectful, ambitious and passionate workforce. It's the employees who present the SWA to their "people" or targets/potential customers.
 - Know what you are looking for. Data can be overwhelming. Rather than trying to use and interpret all of it, figure out the questions to be answered and look for patterns.
 - Under technographic segmentation: If your potential customers are under 36 years of age, they were the first generation that had computers in their homes. Before smart phones it was estimated that there was a seven step "touch" process. With Google search it has been reported to be 22 times or touches before a purchase, of certain items.
 - American Airlines will allow gender non-binary booking options. Travelers will be able to choose "U" for "undisclosed" or "X" for "unspecified" when specifying gender when booking a flight with a reservation's agent, providing the designation matches their documents.
- **Product:** The goods and service combination the firm offers to the target market, including variety of product mix, features, branding, designs, packaging, sizes, services, maintenance contracts, warranties and return policies.
 - A product (service) is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. (Kotler)
 - Look at branding; brand equity; brand name; quality; unique selling proposition (USP or U.S.P.) and unique value proposition; newness; complexity; physical appearance; packaging; labeling; ingredients; maintenance and service contracts; and others.
 - A product line is a group of products that are closely related because they function in a similar manner, are sold to the same customer groups, are marketed or sold through the same types of outlets or fall within given price

ranges. The major product line decision involves product line length (the number of items in the product line). A company's product mix has four important dimensions: width (number of different product lines), length (number of items a company carries within the product lines), depth (number of versions offered for each product in the line), and consistency (how closely related the various product lines are in end use, production requirements, distribution channels or in any other way).

- A service is any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. (Kotler)
- Disruption/Creative Disruption: Products, events or actions that cause disorder, commotion or chaos to the organization whether perceived as positive or negative.
- Have you ever thought how you asked a question to a consumer who has purchased your product? The right words, questions and/or phrasing can make a big difference, especially for new products. The question should be about getting valuable product feedback. There is the marketing concept of a Product Life Cycle (PLC). Products improve. For example, rather than asking customers if they enjoy or liked your product, ask what they would do to improve it. Much more strategic.
- A Product or service also should have "purpose," which is discovering the product's real value, use, difference, reason, or function for the consumer and user.
- In comparing the quality of a service consumers can relate it to their expectations and the experience with other services.
- Some examples:
 - "Product" includes packaging, as a subset of the total offering. Brand managers use packaging as a badge, enhancing the product's value. A while back, McDonald's scrapped and changed its package design across 118 countries, 56 languages. Packaging can increase or decrease the perceptions about the quality of the product.
 - In Fall 2020, with flu season and the COVID-19 pandemic, Reckitt Benckiser's Mucinex cough medicine added a product extension or a "Sickwear" collection. Sold by DTC (direct to consumer) using YouTube; they targeted younger consumers for the apparel and accessories, selling for \$46 to \$140.
 - Brand variant means offering different versions of the same product which are different in terms of flavor, quality, color, nutrients, etc., under the company's brand name. For example, Coke is introducing cola products with coffee and other flavors. They tested a product Coca-Cola plus Coffee in Asia and Coca-Cola Energy in Europe.
- **Price/Pricing:** All aspects regarding pricing. The amount of money a consumer is willing to pay to obtain the product or service. Pricing includes wholesale/retail/promotional prices, discounts, trade-in allowances, quantity discounts, credit terms, sales and payment periods and credit terms. "Price" decision making also involves adjusting prices concerning the competitive environment, economic situations and involve buyer perceptions.
 - "Pricing" is the sum of the values that customers exchange for the benefits of having or using the product or service.
 - Especially with the tariffs and price increases of 2025, be sure to adequately estimate raw materials, labor, and all sources of costs.
 - Develop, consider and review: target rate of investment; pricing as a "promotional" variable; penetration pricing; stabilization of pricing strategies; target market share; meeting or prevention of competitive actions. In addition to the "monetary" price, customers may also consider non-monetary prices such as time, effort, convenience or psychological costs.
 - Prices may be a key positioning factor and must be decided in relation to the target market, the product and service assortment mix, the competition and other factors. All retailers would like high turns x earns (high volumes and high gross margins), but the two don't usually go together. Most retailers fall into the high-markup, lower volume group (fine

specialty stores) or the low-markup, higher-volume group (mass merchandisers and discount stores). (Kotler and Keller)

- Pricing strategies include cost-, profit-, competition-, demand-, value-, customer led-based pricing.
- Under “Price,” your firm can lower the price to the point it separates your company from the competition. You can also raise your price to create differentiation or exclusivity.
- Over time, lower or lowest price may have no brand. Your firm or company can “live by the price sword or die by the price sword,” in the marketplace.
- As a marketing, brand or advertising manager, If you cannot find it within yourself to become emotional, committed, engaged, and, yes, fervent about differentiation, then you had better be prepared to take your place among the vast throng of the mediocre who are judged by their customers solely based on price. It is the singularly worst place to be in all of business.” Scott McKain’s Create Distinction.
- Deceptive and misleading pricing practices may lead potential buyers and consumers to believe they will get more value and a better price than they will actually receive.
- Consider, develop and review store and non-store, e-commerce and “brick and mortar” targeting, marketing mix pricing factors, considerations, objectives, strategies and tactics, including “Partners.”
- Price-conscious retailers and online e-commerce companies and players like Wal-Mart, Target, Amazon and others require its suppliers and partners to justify every cost for each and every item, every year. They do not start with the previous year’s budget. This puts pressure on the contract manufacturer to reduce costs, especially more difficult during inflationary or recessionary times.
- Consider and review “Value-pricing and “Perceived-pricing.” “Value,” the worth in monetary terms of the technical, economic service and social benefits a customer receives in exchange for the price he or she pays for a market offering. Look at good, better, best pricing and values.
- The “value” that the customer perceives in relation to the price paid must be greater than alternatives in order for a selected product to be purchased. (Anderson and Narus, Business Market Management, Understanding, Creating, and Delivering Value, 1999)
- Retail price simply means the price at which goods or services are sold by a retailer to a consumer. This is the purchase price that you pay whenever you buy a product from a retail store. Retail sales are designed for consumption and not for resale of goods or services rendered.
- The manufacturer's suggested retail price (MSRP), list price or recommended retail price (RRP) of a product is the price which the manufacturer recommends that the retailers sell the product. The intention was to help to standardize prices among locations. While many or some stores always sell at, or below, the suggested retail price, others do so only when items are on sale or closeout/clearance.
- Examples:
 - While price, quality and convenience, plus other components of the nine P’s, are affecting buying behaviors, “People” or consumers are willing to pay more for company’s whose “purpose” match their motivations and philosophies.
 - “Believe it: there are four ways to increase sales revenue:
 1. Increase the frequency of transactions per customer (“People”).
 2. Increase the number of your customers.
 3. Increase average transaction size.
 4. Raise your prices.
 - The surge of prices on New Year's Eve by Uber: It's a transport company. Uber says it "seamlessly connects riders to drivers through our apps. We make cities more accessible, opening up more possibilities for riders and more business for drivers." The Washington Post said it has "more predictability than cabs..." I read that users posted their bills on social media after some of them reported that prices surged as high as almost nine times their regular fare. It was on New Year's Eve and New Year's Day, by the way. That's not a typical day of business. Prices may or should be higher, to offset costs and to find workers/drivers. Ask "Are they

not providing a better service?" On high demand days with high-demanding riders? It's a delicate balance, with legal restrictions. I personally use Waymo, Uber and Lyft. Many times I will use two of the three on one round trip.

- You can as a company make your product stand out by lowering the price but if you cut your margin and earn less, that won't help your bottom line. It will shrink it.
 - For influencer marketing, create discount codes for their audiences.
- **Place/Distribution:** The company's activities that make the product available, using distribution and trade channels, roles, coverage, assortments, locations, inventory and transportation characteristics and alternatives. At the right "Place" offering the right Product at the right Price, with the right Partners and Presentation, at also the right time or timing.

Consider, develop and review store and non-store, e-commerce and "brick and mortar" factors, considerations, objectives, strategies and tactics, including "Partners."

- Channels of distribution.
- A typical supply chain may consist of four links in the chain:
 Producer>Factory>Manufacturer> Distributor> Wholesaler> Retailer>Consumer> Users.
- Develop steps in an effective and efficient distribution plan, objectives, strategies, and tactics, plus execution.
- Considerations in and for an effective distribution network and partners.
- Channel partners. Identify and specify the roles of distribution partners and members, within the integrated strategic distribution strategies.
- Does the product, communication, promotion, pricing including distribution costs plus the other Nine P's need to be adapted/changed/modified in each region, distributor, and/or country?
- Develop geographic strategies.
 - Develop and review financial conditions of partners, perishability, installation, maintenance and use of technology. Regarding technology or technographical characteristics. Understand your potential partner. Partners and your consumers may or may not have the skills. Think employees here too. The reason technology skills are transitory is because they will almost certainly be displaced, too.
- Develop and review distributor and broker services with their compensation agreements, plus pricing issues, and slotting allowances.
- Look at convenience due to better and wider distribution.
- Develop better strategic partners in types and qualities of suppliers, manufacturers, brokers, distributors, wholesalers, intermediaries, traders, merchants, retailers and others.
- Review selection and possible exclusivity of distribution partners, intermediaries and retailers.
- Retailers or retailing includes all the activities involved in selling products or services directly to final consumers for their personal, nonbusiness use.
- Develop and review e-commerce services, strategies, tactics and activities.
- Types of distribution channels: intensive, selective, exclusive
- Developing global, national, regional and local partners and alliances.

Some examples and insights:

- From Phil Knight of Nike: "Supply and demand is always the root problem of business. It's hard enough to invent, manufacture and market a product, but then the logistics, the mechanics, the hydraulics of getting it to the people who want it, when they want it—that is how companies die..."
- On the "The Town" podcast the president of AMC said in a year only 14% of the movie seats are sold.
- During COVID-19 pandemic in spring and summer 2020, when shopping centers, malls and storefronts were shut down, it was no surprise that ecommerce sales were hot. Digital sales grew by more than 100% in March 2020 and were up 275% in April 2020. E-commerce sales grew more than 30% between Q1 and Q2, 2020. The coronavirus has upended consumers'

lives worldwide, and those dramatic shifts extend to shopping trends and what consumers want from retailers. 36% of respondents shop online weekly, up from 28% pre-COVID-19. (www.digitalcommerce360.com; cnbc.com)

- Some research has shown that delivery-company executives have found that discounts and promotional offers attract users and encourage them to order more frequently, but those promotional offers lead customers to hop from one service to another – they are looking for better offers. Research has found that younger users lack loyalty. They want and look for a better deal or offer.
 - It was reported that Subway was selling 80% of its new franchise locations to existing franchisees. More than half of the locations are non-traditional including schools, zoos, military bases, plus hospitals. Where there are “captive audiences,” or under “People.” (Bloomberg.com and subway.com)
- **Promotion:** Eight (8) major, strategic components: Promotion is personal and nonpersonal communication. The overall communication element between the seller and potential buyer.

Personal Selling
Advertising
Sales Promotion
Collateral
Direct Marketing
Interactive/Internet/Web, Digital Media, Social Media
Events and Experiences
PR/Public Relations

Promotion refers to any type of marketing-related communication used to inform or persuade target markets/media audiences of the relative merits of a product, service, brand or issue. The aim of promotion is to increase awareness, create interest, generate sales or create brand loyalty.

A promotional activity that supports or provides active encouragement for the furtherance of a cause, venture or aim.

- Activities that communicate the merits of the overall product.
 - Here are some strategic questions under Promotion:
 - ✚ Evaluate the eight elements and your promotional practices, ask is there a better way? Review costs.
 - ✚ Can you come up with creative that once you saw it, you “can’t ‘un-see’ it.” In a good way. Not exploitive.
 - ✚ What are your costs in dollars and manpower or person power and ask, “Is there a different way or ways of Promotion?” Different partners? Costs?
 - ✚ What should you promote?
 - ✚ To whom should you promote ---“People,” your potential purchasers?
 - ✚ What economic and discount levels should you offer?
 - ✚ What form of promotion should you offer? Features?
 - ✚ How frequent?
 - ✚ Keep in mind you don’t just want more traffic and awareness, but you want increased awareness and traffic from your target market and target audience. Plus, real leads. You need conversion.
 - ✚ Look at consistency of message and messaging, especially with and within the different targets/elements/components/ingredients/parts.

- Personal Selling/ Sales Force: Personal selling is the face-to-face interaction of a seller or sales force person/representative with a potential buyer where the seller tries to persuade the buyer to purchase the product or service they are promoting on behalf of a company or firm.
 - Salespeople are accustomed to rejection, but they should be able to absorb it, analyze it and take actions to improve the overall product or service presentation.
 - From Barbara Corcoran's book, Shark Tales and from appearances on ABC's Shark Tank: "Good salesmanship is never anything more than playing up the positives and minimizing the negatives, and if you can find a unique gimmick, it will give you a huge leg up over your competitors."
 - Scott McKain from Creating Distinction said: "Salespeople do not think like salespeople when they are shopping. They think like customers."
 - Here's an important example which blends salespeople with segmentation, targeting and "People."
 - For the owner or sales manager, or both: Have each of your sales team members create a "pipeline report" that includes what prospects are at each stage of the sales funnel: suspects, prospects, presentation, objections, closing and post-sale. Add last visit. Upcoming visits, online and instore, and presentations. This is a simple way to see where each salesperson, and the company, stands in each day.
- Advertising--Mass or nonpersonal selling: TV, radio, magazines, newspaper, outdoor/out-of-home (OOH), online, mobile, digital.
 - Advertising is structured and composed of nonpersonal communication of information, usually paid for and usually persuasive in nature, about products (goods, services) and ideas by identified sponsors through various media. (Contemporary Advertising, 15e, Arens, Weigold, 2017; Advertising 2E, Arens, Schafer, Weigold, 2015)
 - Advertising is nonpersonal communication from an identified sponsor that intends to inform, persuade and/or reminds, (Launch! Advertising and Promotion in Real Time 1.0, Michael Solomon, Lisa Duke Cornell and Amit Nizan, 2014)
 - Advertising is any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)
 - To inform and persuade: Ads can be a cost-effective way to disseminate messages and inform potential buyers, whether to build a brand preference or to create awareness, educate and persuade "People," your potential purchasers and customers, under the 9P's.

Some examples and insights:

- According to Statista, in 2025 digital advertising spending worldwide is projected to reach \$740.3 billion and digital advertising spending worldwide is projected to grow by more than 11% in 2025. (<https://bit.ly/4gfYXXh>)
- Consumer technology is changing our lives: TVs, wearables, computers, tablets, telecom services. Each one of those drives additional advertising opportunities.
- Some companies waste money promoting and advertising to the wrong group or segments of "People." Before you spend money on your message, be sure to understand your "true" message and know your most profitable customers.
- What do you want from advertising? Increased awareness, brand lift and potential and actual customers. How about real sales?
- More than half of consumer tech ad spending comes from wireless phone service providers with their manufacturers, and the computer segment with tablets, computers, software and peripherals.
- The definition of advertising is changing; the lines between what is advertising and what is marketing are blurring and the traditional sponsorship model of

advertising isn't as "cut and dry" as it used to be. Advertising today seems to be taking on more of a distribution model whereby the channels of communication include owned (website, social pages), earned (WOM - Word of Mouth, social sharing) and paid media. I add examples of Retail Media Networks (RMN).

- Advertisers can target Facebook ads based on how strong a user's phone signal is when they visit the social network, allowing advertisers to limit data-heavy ads like video to stronger connections.
- "Advertisers should make sure consumers remember their taglines by incorporating alliteration, rhymes, reversals, repetitions and double meanings. (Al Ries)
- With mobile marketing and advertising, cell phones/mobile devices keep changing and turn into multi use devices including payment activators.
- The mobile device and/or cell phone is a very personal medium. Can be on 24/7, people and potential shoppers run their lives off mobile. It's business, it's personal, and it's information generating/gathering/forwarding. It's been referred to as "a brand in the hand" or "brands in the hands."
- Under entertainment, gaming, broadcast, media and related to advertising and "product," we can watch what we want to watch when we want to watch it anywhere, almost any screen.
- The component of Advertising, under "Promotion" includes product placement, or the integration of the product or service into the movie or TV program.

In the 2014 Academy Awards, Ellen DeGeneres with Bradley Cooper, Meryl Streep, Jennifer Lawrence and others took a "selfie" with a Samsung's Galaxy Note 3. The product placement was negotiated as part of a \$20 million broadcast buy, for this major sponsor of the telecast. I would also include product placement under sales promotion.

- Sales Promotion--Promotional tools, both a tool to speed up sales or value for the company; or an extra incentive to buy, a value to the customer. Includes trade deals, trade incentives, rebates, money-back offers, frequency programs, slotting allowances for in store promotion, samples or sampling, loyalty programs, coupons, premiums, tie-ins, p-o-p, displays, pop-ups, sweepstakes, allowances, trade shows, sales rep/trade contests, events/experiences and more.
 - Shoppers' favorite four-letter word: SALE; shoppers' favorite five-letter word: SALES. Add more letters and words with "Up to xx% off."
- Collateral Materials--Booklets, brochures, catalogs, films, sales kits, media kits, promotional products and annual reports.
- Direct Marketing (also referred to as Action or Direct Response Advertising) -- online, direct mail, mobile, database management, catalogs, telemarketing, and direct-response ads, including TV.
- Interactive/Internet/Web, Digital Media, Social Media – Interactive/online is a form that uses the Internet and Web to deliver promotional messages to attract customers. Social media is an interactive platform in which individuals and communities create and share user-generated content. Social media is ubiquitously accessible, including Facebook, YouTube, LinkedIn, Snap/Snapchat, Twitter, as examples. Add web analytics tools, email marketing, search marketing, SEO (Search Engine Optimization).
 - Here are a dozen items under digital marketing: Marketing planning and research, Targeting, Paid search, video, mobile, social media, SEO, Email marketing, Creative services, Landing page optimization, Web development, Tablet, Display ads.
 - What do you want from social media? Increased awareness, brand lift, website traffic and potential and actual customers.

- The smartphone retains its position at the top of the list of internet-connected devices. According to Statista, The global number of smartphone users in was forecast to continuously increase between 2024 and 2029 by in total 1.5 billion users (+30.6%). After the fifteenth consecutive increasing year, the smartphone user base is estimated to reach 6.4 billion users and therefore a new peak in 2029. Notably, the number of smartphone users was continuously increasing over the past years. (<https://www.statista.com/forecasts/1143723/smartphone-users-in-the-world>)
- **Events and Experiences**--Interacting with the brand. An experience can be much more impactful than an exposure or an impression. Events, promotions, pop-ups, one on one, influencer marketing, and/or face-to-face engagements are delivering consumers to encounter, "experience," and interact with the product or the service, usually prior to buying. Also known as "experiential promotion and/or marketing." **Experiential Marketing or Experiential Promotion** allows customers to engage and interact with brands, products, and services in sensory ways that provide additional information. Personal experiences help people connect to a brand, brand manager and advertising manager, and make intelligent and informed purchasing decisions. Also referred to as **experiential retailing, engagement marketing, "event marketing," "on-ground marketing," "live marketing," "participation marketing," "Loyalty Marketing" or simply "special events."** These all refer to actual customer or "people" experiences with the brand/product/service that drive sales and increase brand image and awareness.

It's the difference between telling people about the features of a product or service, as in P.R. and advertising, and letting them experience the benefits for themselves.

Examples include live events, mobile tours, product sampling, trade shows, youth and college-based programs, plus auto manufacturers setting up test drives of new models in unusual places/high traffic areas. It's the live, one-on-one interactions that allow consumers to create connections with brands.

Some examples and insights:

- I use "People," as one of my 9P's. They are potential customers. Maya Angelou said: "I've learned that **people** will forget what you said, **people** will forget what you did, but **people** will never forget how you made them feel."
- Samsung has used pop-up stores and customers can leave with a device, smartphones, tablets and wrist devices, free of charge. An "event and experience" initiative to convince smartphone and tablet owners to switch to Samsung. They also cover the wireless data costs.
- We're seeing more events and experiences. One of the examples I use in law schools and grad classes is the Porsche driving "school" or promotion in Los Angeles off the 405: It's called the Porsche Driving Experience - Porsche Experience Center Los Angeles.
- In late 2025, I was in a Ralphs supermarket and approached by two Spectrum salespeople. Spectrum had paid Ralphs for the "right" to, in my words, sell and "bother" shoppers.
- Lexus has a Facebook contest that allows fans to play a real-life video game with a Formula One racer.
- Target stores may have a "lifetime" partnership deal with Taylor Swift, to distribute her records and merchandise.
- In spring 2022, at Coachella, Lay's served up four-course "tasting" meals, with reservations required, on the Coachella Music Festival grounds. Frito-Lay's snack division set up a series of brand experiences, during the two weekends of the music festival. Featured Lay's chips that were baked less than 24 hours beforehand and from West Coast agricultural partner farms. An example of blending Partners and Promotion or Brand Experiences.

- Public Relations--press releases, publicity. Securing editorial space, as opposed to paid space--usually in print, electronic or Internet media. Promote or “hype” a product, service, idea, place, person or organization, internal communication, lobbying. PR involves a variety of programs designed to promote or protect a company’s image/reputation or individual products.
 - Examples:
 - If your P.R. stories are always about the company’s products, they may not be stories but promotional brochures or booklets.
 - What do you want from PR? You want increases in awareness, inbound links, brand lift, website traffic, potential and/or actual customers.
- **Partners/Strategic Alliances:** Most times Marketers can’t create customer value and build customer relationships only by themselves. They work closely with partners and alliances outside the firm, and with other company departments (inside partners).
 - Partnering with brands outside their sector will open up added sales, new area or new “People.”
 - Partnerships and teams that feel a connection to the work and the purpose are going to speak far more passionately together and to your or their “people,” and with far more influence.
 - A partnership; the joint relationships, partnerships and strategic alliances: The relationship existing between two parties; a relationship resembling a legal partnership and usually involving close cooperation between parties having specific and joint rights and responsibilities as a common enterprise. Usually plural or “Partners,” not Partner.
 - Ensure that there is excellent planned and natural alignment of internal and external agencies/partnerships/alliances around common goals and purposes. They should be moving toward shared goals or goals.
 - Continuous support and cooperation with consultation are usually needed.
 - Roles and responsibilities must be clearly communicated, understood and agreed upon.
 - Partnership and cooperative agreements are formed that enable parties to bring their major strengths to the table and emerge with better planning, products, services, promotion, presentation, distribution and ideas than they could produce on their own.
 - Changes are occurring in how marketers connect with their suppliers, channel partners and others.
 - It is important to partner with firms that have similar corporate philosophies.
 - Have agreed upon objectives and strategies. Look for team management, relationship-building and team-building focus.
 - Review and have clear, comprehensive, time-bound contracts and agreements.
 - From Philip Kotler: Value chains, of suppliers, distributors and customers. Partnering with specific suppliers or distributors creates a value-delivery network; also called a supply chain.
 - Peaceful coexistence of in-house, internal and external partnerships/alliances/agencies paves the way for greater success.
 - For their part, business schools should begin preparing students for a world where success derives maybe just as much from strategic partnerships and alliances as from developing the “perfect” or right product.
 - Mutual support and sharing: The employees and individuals of the internal and external agencies should share ideas, insights and resources to boost performance.

Some special and unique partnerships I found:

- Taylor Swift has a “lifetime” partnership with Target Stores, going back to when she was only 20.
- Velveeta created a cheesy martini with BLT Restaurant Group; Krispy Kreme donuts with McDonalds (relationship was discontinued, over costs/benefit analysis by KK. Nails Inc with McDonalds; Fenty teams up to make makeup kits for 600 volunteers Paris at 2024 Olympics and Paralympics; Crocs with Simone Roche; Dunkin’s Scrub Daddy sponge; Chipotle and Wonderskin’s Clipotle lip stain; Anya Hindmarch’s Heinz Baked Beans ice cream; Gordon Ramsey’s cake recipe by blush; e.l.f. Beauty and Liquid Death’s coffin-shaped Corpse Paint makeup kit.

- Honda was known for its engines, engineering and technical prowess. In the 1960's their founder Sochio Honda said "We refuse to depend on anyone else." In 2018 they know that shifts in technology are happening so fast they now need to depend on others, as in "partners" supplying outside skills to complement their internal knowledge and needs.
- A little history on self-driving cars: At CES in Las Vegas (January '18), Toyota unveiled its e-Palette, a self-driving concept vehicle partnering with Pizza Hut. A vehicle to deliver pizza. Pizza Hut is part of another alliance (mobility services business alliance) that includes Amazon, Mazda, Uber and Didi (Uber's Chinese rival). "In our ongoing and relentless pursuit to own and define the modern pizza experience, we are focused on technology-based solutions that enable our team members and drivers to deliver even better customer experiences...with Toyota, we are partnering with an undisputed leader in human mobility with a reputation for innovation, reliability and efficiency, as we define the pizza delivery experience of the future." (Pizza Hut's Artie Starrs, US president)
- Sears and Amazon with Alexa. Sears has agreed to sell its Kenmore line on Amazon.com, or is it that Amazon accepted the partnership agreement with Sears? "The launch of Kenmore products on Amazon.com will significantly expand the distribution and availability of the Kenmore brand in the U.S.," said Sears CEO Lampert. The appliances like air conditioners and others will use and integrate Amazon's Alexa, which will respond to voice commands.
- **Presentation:** Look at "real" product and service experiences. Look at purpose, presentation and branding affecting messaging and buying behaviors. Branding issues.
 - This "P" or "Presentation" is the act or the purpose of strategically presenting any of the different 9P's© and/or components to your customers, suppliers, wholesalers, retailers, sales force, marketing intermediaries, clients, employees, partners, and/or others.
 - They may be symbols or images that represent something; a descriptive or persuasive account (as a salesperson of the product or service).
 - While traditional marketing is based on target audience impressions/ views/ clicks/ exposure, experimental marketing involves engaging with consumers. Enabling consumers and "allowing" them to "feel" the brand.
 - I'm adding a company's "culture."

There is this thing called "culture" that almost seems undefinable that has an impact on how people are behaving and performing.

Under Presentation, "culture" is a set of collective core values that guide an organization's mission, priorities, including Marketing decision-making.

It's the shared assumptions or beliefs about what matters, what works and who matters that shapes behavior.

I've found that effective organization have three pillars:

- A clear value proposition that states why the organization exists and what its purpose is.
- With training programs and equipment, a system to carry out that purpose.
- It's difficult but having a defined culture. It's that culture which allows the company and its employees to deliver on that value proposition.

Here are a few core values: Build around shared values, competition, joy, excitement, structure, authenticity, compassion and mindfulness.

I have found that there are people that fit the culture and there are people that come in and add to the culture, and those are two distinctions.

For example: at Netflix they do not want “brilliant jerks.” A brilliant jerk is a term used to define a person who is great at their craft but painful to work with. While a brilliant jerk may deliver great results for a company – they are a pain to work with. Especially on team assignments.

A person whose individual performance looks very strong, but the way they behave toward others, essentially harms others abilities to do their best work,

And when your employees feel those values and authenticity coming from management, it comes alive the marketplace. It's in the atmosphere, something real and the momentum starts to build in customer retention and satisfaction.

Some examples and insights:

- The "Hold for Heinz" sweepstakes: Heinz is challenging fans to an online endurance test that could see them win a product package tailored to family burger night. Heinz asks visitors to Heinz.com to wait 57 minutes to enter for a chance to nab one of 157 new burger kits from the condiment marketer. The kit includes a custom red spatula, apron, grill mitt, napkins, plates and Heinz's ketchup, relish and mustard.
- In the Covid-19 pandemic, McDonald's gave away 12 million "Thank You Meals" to first responders and they used the boxes for Happy Meals.
- In cyberspace, there are no fitting rooms. There are tech limitations of computer monitors. Even if you can scroll over a garment and its product characteristics, its fit, texture, colors are different than obviously in person, in a store with the different sizes. Plus, colors are represented differently, from one computer monitor or screen to another.
- Procter & Gamble's Herbal Essences joined forces with waste management giant TerraCycle to launch a series of bottles comprising 25% beach plastic.
- REN Clean Skincare has pledged to become completely "zero waste" by the year 2021.
- Unilever launched a three-part program to target plastic use in the US, including a pledge for 50% of its plastic packaging to be made from post-consumer recycled (PCR) content by the end of '19.
- Lush Cosmetics marked World Oceans Day with a limited-edition 'Shark Fin Soap' that saw 100% of its sales proceeds directed to the Rob Stewart Sharkwater Foundation.
- Positive emotions do the opposite of negatives: They broaden people's ideas, and we sell longer and can be more perceptive, more creative. For the seller, positive emotions can widen our view of the potential buyer and the specific situation. Where negative emotions help us see trees, positive ones reveal forests. They can aid in devising unexpected solutions to the buyer's problem. The effects of positivity during a sales experience can infect the buyer, making him or her less adversarial, more open to the possibility and more willing to make a purchase.
- Companies look and review issues of global sustainability, not interfering in the internal politics of the different countries and the governments of local markets, respecting natural resources, conducting research and development activities in developing countries, respecting local laws and regulations, environmental concerns, creating jobs in the served markets, respecting human rights, and more.
- In the overall "presentation," well-planned, well-presented, well-written, strategic creative plays a big role in creating AIDA (Awareness, Interest, Desire and Action) in the overall presentation to your "People," your potential customers, suppliers, wholesalers, retailers, sales force, marketing intermediaries, clients, employees, and/or partners.

Some examples and insights:

- One of the best ways to engage potential new customers or users is to speak and present directly or indirectly to their interests. From research on target markets and segments like Gen Z, they like to buy products from companies who are addressing social and environmental issues. Brands may need to align their mission and values to their target customers. Then captivate the target's attention, with the right planning,

merchandise or service, at the right place, at the right time, in the right quantities, and at the right price."

- The Internet changed everything especially in the "presentation" of the different P's. Another part of "presenting" is the big picture perspective of corporate social responsibility (CSR) which refers to consideration of, and the firm's responses to issues, beyond narrow economic, technical and legal requirements. These objectives and firm strategies of accomplishing social benefits along with the traditional economic gains which the firm is seeking are vitally important to the "presentation" to the constituents, different publics and to the world.
- Partnering with charities and their efforts may bring in "promotional" or marketing influencers who may be interested in helping communicate your company's charitable causes and events.
- Research has been showing that a large segment of teenagers say they trust a company more when it shows support for a social cause or cause. That they would more likely purchase from a company that supports a social cause. Teens pay more attention to promotional campaigns from companies they know are aligned and truly supporting a cause.
- At a USC Leadership presentation for the Marshall School, Golden State Foods: Their values include:
 - ✚ Treat others like you want to be treated.
 - ✚ Make the best product.
 - ✚ Give the customers a fair deal.
 - ✚ Maintain the highest standards.
 - ✚ They present their creed as: "We believe in God and the dignity of all people. We believe that people should be treated as we would like to be treated, and this applies to all our associates, their families, our customers and suppliers, and to all others with whom we do business. We believe that successful independent business is the backbone of nations, and that our success is dependent upon the success of our customers, and that only by working together can the ultimate success of all partners be assured. We, therefore, dedicate ourselves to work for our mutual success and pledge our best efforts always toward the attainment of our common goals."
- From February '17, not a good "presentation" example. A significantly, highly publicized bad example, which had branding and promotional implications for "the official accountants for the Academy Awards" PriceWaterhouseCoopers (PwC), at the 2017 Academy Awards. A huge accounting mistake turned into a brand nightmare, by PwC did not get the envelopes correct to the star presenters, Faye Dunaway and Warren Beatty. The accountancy firm has overseen the counting/votes for the Oscars ballots, 83 years. At the time, it was called the most "spectacular blunder," or a real doozy, in the history of the Oscar ceremony, when the award for best film was mistakenly presented to "La Land," instead of the actual winner, "Moonlight."
- Not using "Donuts" in their name. Dunkin' Brands has continued testing just the name Dunkin' at some units in California. The chain's promotion has used or tested the one-word name for more than ten years. They are emphasizing the brand's coffee and beverages.
- Some products from Apple are "perceived" to have a better user experience, better designed, a better presentation, which are also talked about by both users and non-users. But Fast Company reported in July/August 2014 that it's the engineering culture of the company and the way the whole organization is structured which help support product design. Everyone in the organization is striving and thinking about better designed products for the marketplace... making a better presentation of products and services to users and potential users.
- There is a standard for viewability which would combine both "Promotion" with "Presentation," in the 9P's. The Media Rating Council's official viewability standard counts only those ads that are 50% in-view for at least one continuous second. There

is debate if one second is long enough. Online ads need screen time; they need to make an impact to increase any awareness.

- There have been five designs of the Grammy over the years; starting with the first one used from 1958 to 1962. From 1991 to present, the latest is 30% larger than its predecessor in part to be more visible for TV. They promote that it is made from “grammium,” a patented zinc alloy, if you were thinking of what it is made from.
 - An employee example: Companies can define and refine their “employment” brand or branding. An organization's "employment brand" should represent a promise to candidates and potential employees that reflects the organization's mission. Why do you want to work here...or why we want you to work here?
 - Selling and purchasing wine with in store music: In 1999, psychologists from the University of Leicester found that the type of music playing in a store could influence which wines were purchased: when French music was playing, people bought French wines; when German music was turned on, German wines outsold the rest. The customers remained oblivious, and unaware of the business test.
 - Samsung has used pop-up stores and customers can explore/experience/ leave with a device, smartphones, tablets and wrist devices, free of charge, plus wireless data costs. This “event and experience” promotional initiative is planned to convince smartphone and tablet owners to switch to Samsung.
 - Wal-Mart and retailers have looked for a better integration or “presentation” of its retailing, in store and online.
 - CVS Health: The tobacco category for CVS accounted for \$2 billion of the chain's sales and there is a difference between talking and doing. CVS in 2016, eliminated selling tobacco products in its stores in order to promote better health. CVS also introduced its new brand purpose which it named "Health is everything."
"There's a whole lot of talk about being a purpose-driven brand," said senior VP, chief marketing officer of the \$153.3 billion brand, speaking at the Association of National Advertisers' Masters of Marketing conference. "But I contend it's impossible to be a purpose-driven brand unless you are a purpose driven-company -- ours is helping people on their path to better health."
 - In the promotion and advertising of 4K Ultra HD Smart TVs, no lush landscapes and dramatic scenes, Vizio and ad agency David & Goliath took an approach to promoting the quality of the Vizio's 4K Ultra HD Smart TVs -- by using copy or words and getting rid of the pictures altogether. Their three ads recount dramatic scenarios that could look breathtaking on film -- a boxing match, a brave knight's quest and a Parisian love story -- but they're only relayed via “colorful” copy, word by word, and read by a voiceover actor. The tag or slogan is "See more than you can imagine."
 - Aromas sell products and services. Some retail stores, especially in malls, use actual smells and scents. More shops are adding odors and aromas. Stores have added discreet misters to diffuse the essence of baking and coffee as in Cinnabon, Starbucks and Panera Bread; Lush tries to remove their fresh homemade cosmetic scents using an exhaust system, and American Apparel has found that scents are distracting and annoying to shoppers. In corporate PR AA has said it decided not to use scents for in-store shoppers.
 - From the 4A's and SSRS research: The research found that consumers like companies with values. Consumers and shoppers don't always associate or like “political” brands. Brands may become more interested in corporate responsibility and values-based marketing.
- **Passion:** This “P” is the intense, driving or overmastering feelings, emotions in the planning, developing, pricing, promoting, partnering, selling and overall marketing of products or services.
 - Emotional, as distinguished from reason and rational decision-making.
 - Looking at branding strategies and decisions. Passion drives decision making. It's the thing that makes the brand the best it can be. It can keep the team motivated and more likely to stick to the marketing planning and execution.

- Passion will make the team more creative because you'll always come up with new ideas and solutions.
- A strong liking for or devotion to some activity; deep interest in your partnership/presentation of any of the 9P's© to any target or partner.
- As a brand manager or marketing manager it starts with "believing" in the product and services you market and sell. And from research, it needs to show, in the "presentation," your passion for the product. Many salespersons dispute the concept that many salespeople can present and sell anything to potential buyers and users, whether the salespeople believe in the product or not. That may have been true in the past, before the web, when manufacturers, producers and sellers held distinct information and specific product advantages, with buyers having limited choices. Not now.

Some examples and insights

- Today, buyers can find tons of information, videos and presentations about products, product lines, product variables, product attributes, distribution options, strategic partnerships, pricing, sales promotions, new product development and more.
- According to psychologists, with "passion," management, brand managers, marketing managers and other employees need another component or two. Needing to extend commitment over a period, add inspiration, longevity with perseverance to heighten passion. When you combine inspiration, passion with perseverance, the team may have "grit," in delivering short- and long-term sales.

Mahatma Gandhi said:

- "Your beliefs become your thoughts,
Your thoughts become your words,
Your words become your actions,
Your actions become your habits,
Your habits become your values,
Your values become your destiny."

- Apple is one of the masters at creating huge excitement around an idea, new product category or product intervention and introduction.
- A fall '25 release of Taylor Swift's new album has 500 Target stores staying open after midnight. Companies may no longer be judged on what they say, but rather on what they do. Whatever goods and services a company is selling, business will always be better and more sustained when their "People" or employees buy into the company's culture which is aligned with their customers and users.
- An inside-out approach to marketing is the hallmark of successful companies. Nothing is more damaging to "People" and customer loyalty for both internal morale and commercial partnerships---than having the brand say one thing and the employees or "Partners" saying and doing another.
 - Salespeople "believing" or believing in the company's culture leads to a deeper understanding of the product offerings, which allows sellers to better match what they have with what others need and buyers want.

More Definitions

Account-based Targeting or Marketing (ABT or ABM), also known as key account targeting or "People" is a strategic marketing planning approach to business marketing based on account awareness

in which an organization considers and communicates with individual prospect or customer accounts as markets of one.

Advertising is any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor. (Principles of Marketing, Kotler and Armstrong, 2025)

Advertising is structured and composed nonpersonal communication of information, usually paid for and usually persuasive in nature, about products (goods, services) and ideas by identified sponsors through various media. (Contemporary Advertising, 15e, Arens, Weigold, 2017)

Advertising consists of paid notices from identified sponsors normally delivered through communication media. (Kleppner's Advertising Procedure, King and King, 18th Edition, 2018)

Advertising is paid persuasive communication that has an identified sponsor and occurs via mass media. (Advertising & Media Law: Cases and Materials, Tushnet & Goldman, Third Edition, 2016)

Advertising is a paid-mass-mediated attempt to persuade. (Advertising & Integrated Brand Promotion, 5e, O'Guinn, Allen, Semenik, 2009)

Advertising is a form of communication that attempts to influence the behavior of a defined target audience. Any message developed and placed with the ultimate intention of persuading a group to take a specific action (such as buying a product) can be considered an ad. Londre note: It must be paid media versus non-paid, as in PR or public relations. (bit.ly/3oNG7RI)

Advertising is a means of communication with the users of a product or service. **Advertisements** are messages paid for by those who send them and are intended to inform or influence people who receive them. (Advertising Association of the UK, <http://economictimes.indiatimes.com/definition/advertising>)

Advertising is nonpersonal communication from an identified sponsor that intends to inform, persuade, and/or remind. Now let's break that down a bit so we understand what advertising is—and how it differs from other forms of marketing communication:

- Advertising is nonpersonal communication: The message gets delivered through one or more forms of paid mass media such as television or billboards.
- Advertising comes from an identified sponsor: Whether we pay attention to the message, we know who sent it.
- Advertising informs: Messages try to make consumers aware of a product, service, or specific brand.
- Advertising persuades: Messages try to change our opinion or motivate us to take action.
- Advertising reminds: Messages try to encourage us to keep buying what we already like and use. "Got Milk?" (Launch! Advertising and Promotion in Real Time, Michael Solomon, Lisa Duke Cornell, Amit Nizan, version 1.0 2009)

Affiliate Marketing is about creating relationships with people and brands. It is the process of earning a commission by promoting or selling other people/firm/company's products or services. Promoting and selling a product to others and earning a piece of the revenue for each sale that is made. It is a type of performance-based sales in which a business rewards one or more affiliates for each visitor or customer brought by the affiliate's own marketing or promotional efforts.

Astroturfing is a term used to be negative or derogatory. It's information, especially from a biased source or to be misleading, promoting a particular political cause or point of view. The practice of masking the sponsors of a group or an organization and its messaging (political, promotion, religious or public relations) making it appear as though the message originates from and is supported by grassroots participants. The practice of "astroturfing" is a form of promotion and propaganda. It starts with the act of creating an organization, making it appear to represent something popular for the purpose of promoting a particular cause or entity.

Art is the whole visual presentation of a commercial or advertisement – the body language of an ad. Art also refers to the style of photography or illustration employed, the way the color is used, and the arrangement of elements in an ad so that they relate to one another in the size and proportion.

Banners are part of a website reserved for an advertising message. Clicking a banner normally redirects an Internet user to the advertiser's website.

Brand is a name, term, sign, symbol, design or a combination of these that identifies the products or services of one seller or group of sellers and differentiates them from those of competitors. A brand is a name, term, sign, symbol, or design or a combination of these that identifies the maker or seller of a product or service. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Brand is that combination of name, words, symbols, or design that identifies the product and its source and distinguishes it from competing products -- the fundamental differentiating device for all products. (Contemporary Advertising, 15e, Arens, Weigold, 2017)

Branding is a marketing function that identifies products (goods and services) and their source and differentiates them from all other products. (Contemporary Advertising, 15the, Arens, Weigold, 2017)

Content Marketing is a technique of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience, with the objective of driving profitable customer actions. (AMA, 2025)

Copy is the word or words that make up the headline and message of an ad or commercial. Script is also used as the correct terms for TV and radio spots.

Copy Points are copywriting themes in a product or service's advertising.

Creative Work Plan, also known as a: Brand DNA, Creative Brief, Strategy Document, Strategy Blueprint is a document used to outline the overall strategy of a creative project. A creative brief contains relevant project details including the project or ad's purpose, goals, requirements, messaging, demographics and other key information. Usually answers questions for the creative team (Creative Director, Copywriter and Art Director), the client, account planner and the account team including Why are we advertising? Who are we talking to? Target market? Target audience? What do they (potential purchasers, current purchasers or users) think and feel today? What do we know about them? What is the "main takeaway" from the advertising? What is the "key statement" we want to make? What is the research or copy support? What makes it true? Include legal mandates. (Principles of Marketing, 18e, Kotler and Armstrong, 2021, and other sources)

Demarketing is any Marketing effort, strategy and tactic aimed at discouraging and/or decreasing demand for a product which a company or entity cannot supply in large-enough quantities, or it does not want to supply in a certain region where the high costs of distribution or promotion allow only a too little profit margin. Common "demarketing" strategies include higher prices, scaled-down promotion, promotional message changes and product redesign. Some owners, brand managers and marketing managers seek fewer customers and decrease demand for their product or service. National parks such as Yosemite want fewer visitors during their summer months.

Examples include Power companies have trouble meeting energy demands during peak periods. Companies can plan and implement demarketing practices to shift demand or to reduce the number of customers.

Experiential Marketing or Experiential Promotion allows customers to engage and interact with brands, products, and services in sensory ways that provide additional information. Personal experiences help people connect to a brand, brand manager and advertising manager, and make intelligent and informed purchasing decisions.

Experiential Marketing, is also referred to as **experiential retailing, engagement marketing, "event marketing," "on-ground marketing," "live marketing," "participation marketing," "loyalty marketing" or simply "special events."** These all refer to actual customers or "people" experiences with the brand/product/service that drive sales and increase brand image and awareness.

It's the difference between telling people about the features of a product or service, as in P.R. and advertising, and letting them experience the benefits for themselves.

Examples include live events, mobile tours, product sampling, trade shows, youth and college-based programs, plus auto manufacturers setting up test drives of new models in unusual places/high traffic areas. It's the live, one-on-one interactions that allow consumers to create connections with brands.

IoT (Internet of Things) is a system of interrelated computing devices, mechanical and digital machines, objects, animals or people that are provided with unique identifiers and the ability to transfer data over a network without requiring man or person to computer or human-to-human interaction. It's the inter-networking or connecting of physical devices, smart devices, buildings, and other items with embedded electronics, software, sensors, actuators and network connectivity which enable these different objects to collect and exchange data.

Influencer Marketing involves enlisting established influencers or creating new influencers to spread the word about a company's brands. It is a type of promotional marketing that focuses on using key, influential leaders to drive your brand's message to the larger market or segment. Rather than promoting directly to a large segment or group of consumers or potential buyers, the firm inspires, pays, or hires influencers to get out the word. (Principles of Marketing, 18e, Kotler and Armstrong, 2021, and other sources)

Key Marketing Strategy Decision Making: How to divide up markets into meaningful customer groups or segments (market segmentation); choose which customer groups to serve (target marketing); and create marketing offers that best serve targeted "people" or customers (positioning).

Key Performance Indicators or KPI/KPIs. These indicators are quantifiable measures or measurable values used to evaluate the success of an organization, employee, partnership, etc., in it's meeting the criteria, objectives for performance. As an example, the "KPI" or key performance indicators show big improvements in repeat customers as delivery times have been reduced." It's a measurable value that demonstrates how effectively a company is achieving key business objectives. Companies and firms use KPIs at multiple levels to evaluate their success at reaching specific targets or goals.

Market is the set of actual and potential buyers of a product or service. These buyers share a particular need or want that can be satisfied through exchange relationships. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)

Marketing Concept holds that achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions better than competitors do. Under the marketing concept, customer focus and value are the paths to sales and profits. Instead of a product-centered make-and-sell philosophy, the marketing concept is a customer-centered sense-and-respond philosophy. The job is not to find the right customers for your product but to find the right products for your customers. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Merchandising is the activity of promoting the sale of goods at retail. Merchandising activities may include display techniques, free samples, on-the-spot demonstrations, pricing, shelf talkers, special offers, and other point-of-sale methods. From American Marketing Association (AMA), merchandising encompasses "planning involved in marketing the right merchandise or service at the right place, at the right time, in the right quantities, and at the right price." (Principles of Marketing, Kotler and Armstrong; Businessdictionary.com)

Media Planning is the series of decisions involved in the delivery of an advertising message to prospective purchasers and/or users of a product or service. (Belch and Belch)

Persona or Personas are potential or an example of your actual users. Used in targeting. They are fictional characters or potential users which you create based upon your research in order to represent the different user types that might use your service, product, site or brand in a similar way. Creating personas will help you understand your users' needs, buying, experiences, behaviors and goals.

Planograms, Plan-o-guides, Plano guides and product shelf diagrams: Retailers plan their store layouts. They plan and test where items are to be displayed and placed. Retailers use schematic diagrams to properly display merchandise for their shoppers. A plan-o-guide is a visual diagram, or drawing. It provides details of where products in a retail store should be placed. They present a flow chart for the merchandise departments within a store layout. They may also show aisles, specific shelves, facings and by SKU or stock keeping units and on what shelf an item or products are to be placed on the store's shelves. A planogram should also illustrate how many facings, or the boxes, bottles, cans or packages facing the consumer. ((Principles of Marketing, 17e, Kotler and Armstrong, 2018); Principles of Marketing, 16e, Kotler and Armstrong, 2016; <http://smallbusiness.chron.com>, <http://retail.about.com>)

Promotion is the coordination of all seller-initiated efforts to set up channels of information and persuasion to sell goods and services or to promote an idea. (Belch and Belch)

Promotional Mix includes advertising, sales promotion, public relations/publicity, personal selling, plus direct marketing and Internet/interactive media. Direct marketing is direct mail, mail order catalogs, database marketing, direct selling, telemarketing, and direct response ads through direct mail, the Internet, and various media. The **promotion mix** is the marketer's bag of tools for engaging and communicating with customers and other stakeholders. To deliver a clear and compelling message, each tool must be carefully coordinated under the concept of integrated marketing communications (IMC). (Belch and Belch; Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Positioning is the art of designing the company's offering and image so that they occupy a meaningful and distinct competitive position in the target customers' minds. A product's position is the way the product is defined by purchasers or consumers on important attributes---the place the product occupies in consumers' minds relative to competing products. Planning and arranging for a market offering to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Product: A product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. Products include more than just tangible objects, such as cars, clothing, or smartphones. Broadly defined, products also include services, events, persons, places, organizations, and ideas or a mixture of these. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Product Placement advertisements are promotional ads or sales promotion placed by marketers or their advertising or media agencies using "real" commercial products and services in media, where the presence of a particular brand is usually the result of an economic exchange. When featuring a product is not part of an economic exchange, it is called a product plug.

Product Placement appears in plays, film, television shows and series, music videos, video games and books. Product placement occurs with the inclusion of a product or a brand's logo in the show or shot, or a favorable mention or appearance of a product. This is done without disclosure, except for the legal mandates at the end of a show, and under the premise that it is a natural part of the work. Most major movie releases today contain product placements. The most common form is in movie and television placements and more recently computer and video games.

Propaganda is information, especially of a biased or misleading nature, used to promote or publicize a particular point of view, usually a political or religious cause.

Push Strategy involves the manufacturer using the sales force and trade promotional tools and money to induce intermediaries to carry, promote and sell the product to end users. A tool to speed up sales or product/service value for the company.

Pull Strategy involves the manufacturer using advertising and sales promotion tools to persuade consumers to ask intermediaries for the product, thus inducing the intermediaries to order and stock the product or products. An extra incentive to buy, a value to the customer.

Retail/Retailing (Connecting Brands with Consumers) includes all the activities involved in selling products or services directly to final consumers for their personal, nonbusiness use. Many institutions—manufacturers, wholesalers, and retailers—do retailing. But most retailing is done by retailers, businesses whose sales come primarily from retailing. Retailing plays a very important role in most marketing channels.

Retailers connect brands with consumers throughout the buying process and at the point of purchase. Many marketers are now embracing the concept of shopper marketing, focusing the entire marketing process—from product and brand development to logistics, promotion, and merchandising—toward turning shoppers into buyers as they move along toward the point of sale. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Segmentation (Falls under “people,” in the 9P’s):

Breaking a market of varied potential purchasers into subgroups of specific purchasers with similar needs, desired product benefits and purchase behaviors.

Demographic Segmentation:

Age, sex, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality, social class (is also sometimes put under psychographics.)

Geographic Segmentation:

By region, city, metro size, density, climate; plus, by countries and territories.

Psychological Segmentation:

Social class--Lower lowers to Upper uppers. Social class is also under demographics.

Lifestyle-- Achievers, strivers, and strugglers

Personality-- Compulsive, gregarious, authoritarian, and ambitious

Lifestyles/Attitudes/Interests and Opinions

Behavioral Segmentation:

Occasions (Regular occasions, special occasions, holidays, vacations). Orange juice for breakfast, Mother’s Day, Father’s Day.

Benefits (Quality, service, economy, convenience, speed---Quality, Time, Money)

User status (Nonuser, ex-user, potential user, first-time user, regular user)

Usage rate Light, medium, heavy user)

Loyalty status (None, medium, strong, absolute)

Readiness attitude toward product (Aware, interest, desire, intending to buy),

Attitude toward product (Enthusiastic, positive, indifferent, negative, hostile⁴).

⁴ In my consulting I want clients to think, feel and review poor product reviews on social media. Want the actions analyzed and corrected. Examples include poor instore service. Long wait times on phone after experiencing poor product or service performance. Really look at the possibilities and occurrences of poor handling of customer complaints or the lack of training to correct the issue.

My best and most memorable examples for teaching have been my observations of poor service, especially in situations watching others, at the airport or hotel counters after cancellation of flights or room(s) or both. Brutal.

Technographical Segmentation

Another way to segment has been added to marketing's segmentation, targeting and positioning. It is called "**Technographics**." In our research, we have studied what technologies different segments or groups of people use and how they use them. What are your "people" using to shop or are able to use?

Artificial intelligence (A.I.) in marketing is now "a bigger deal than fire and electricity," how companies are increasingly using augmented and virtual reality to enhance consumer shopping experiences and how mobile marketing engages consumers in the moments that matter.

(Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Do they like to create content, read or review another person's content or are they sitting on the sidelines of technology?

Statement of work (SoW) is a document used in the field of project management, defining objectives, project-specific activities, deliverables and timelines for a vendor providing services to the client. In addition, with timelines or timing, the contracting officer (client) or chief procurement officer (client) specifies the objectives and deliverables for a particular project or service contract.

Strategic Management

Analyzing major and sometimes other initiatives taken by a company's management on resources and performance, both internal and external environments. In management theory and practice, a distinction is often made between operational and strategic management. Operational management is concerned with responses to internal issues, such as improving efficiency and controlling costs. Strategic management is concerned with objectives, strategies to tactics concerning external issues. These may include understanding customers' needs and responding to competitive forces.

Strategic Planning

The process of developing and maintaining a strategic fit between the organization's goals and capabilities and its changing organization, human resources, marketing, financial and operational opportunities.

Targeting or Market Targeting

The market segment or segments toward all marketing activities will be directed. Companies know that they cannot profitably serve all consumers in a given market—at least not all consumers in the same way. There are too many different kinds of "people" or potential consumers with too many different needs. Most companies are in a position to serve some segments better than others. Thus, each company must divide up the total market, choose the best segments, and design strategies for profitably serving chosen segments. This process involves market segmentation, market targeting, differentiation, and positioning. (Principles of Marketing, 18e, Kotler and Armstrong, 2021)

Text

Text and copy may be interchangeable words, but there are differences. In advertising, web marketing and similar fields, copy usually refers to the output of copywriters, who are employed to write material or the words. These words may encourage consumers to buy goods or services. In publishing more generally, the term copy refers to the text in books, on the web, in magazines and newspapers.

User-Generated Content, known also as **UGC** and UGC video are used in advertising campaigns for its ubiquity, low-cost and organic nature. Videos recorded by "real" people, not usually celebrities or influencers, and captured on personal devices such as smart phones.

U.S.P. or USP (Unique Selling Proposition or Unique Selling Point): Many marketers feel that companies should aggressively promote specific product or service benefits, and, in the use and strategy of USP one benefit which is a strong, competitive advantage. Using that benefit or benefits to build their positioning strategy, the company decides how many differences or differentials to promote and to whom. The Unique Selling Proposition (also Unique Selling Point) is a marketing concept that was first proposed as a theory to explain a pattern among successful advertising campaigns of the early 1940s.

It stated that such campaigns made unique propositions to the customer and that this convinced them to switch brands. The term was invented by Rosser Reeves of Ted Bates & Company. Reeves wrote his first book in 1961 Reality in Advertising. In today's marketplace the "unique" product factor or difference may be replaced by the customer's experience with the product or their sales experience. Today the term is used in other fields or just casually to refer to any aspect of an object that differentiates it from similar objects. Businesses and corporations use the USP concept as a basis for their marketing sales programs and advertising campaigns.

Remember that there are several important strategic philosophies and practices which guide Marketing planning, efforts and/or Marketing relationships/partnerships/alliances.

The Nine P's/9P's of Marketing© 2007 can be used successfully by product companies, service firms and others selling directly or indirectly to consumers, to intermediaries (such as industrial, consumer, retail, wholesale and professional channels of distribution), and to other businesses.

Here to help, with any questions, please contact us.

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