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

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In 2019, several important strategic philosophies and practices guide Marketing planning, branding concepts and tools, Marketing variables, efforts and/or Marketing relationships/partnerships/alliances.

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, potential purchasers?

The **Nine P's/9P's** of Marketing 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 professionals use "marketing" or the term "marketing" to mean advertising or promotion. It is much more. We don't like buzzwords. Marketing is a process and has many elements. We need "marketing" is a poorly formed request. "We have Marketing" is equally lame. Sharpen your vocabulary and insist that others do the same. 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 possesses the minds of each individual employee in trying to satisfy the consumer.

As Management guru Peter F. Drucker once said: "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.

And this is one of the reasons 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 think and feel about it when they see or hear the company's name. It's so important to take the time to build your brand the right way.

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. Make sure the **Product or Service** is excellent. Research and **Planning** 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.

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 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 and establishing objectives, strategies and tactics. It's not about hope or the feeling of expectation and the desire for a certain thing to happen, as in hoping to increase sales versus a major competitor.

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 is significantly important to the buyer and/or used.

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

**Product and service differentiation, distinction plus
customer satisfaction are what build brands.**

Concepts, Terms and Useful Definitions

(Please note that the Nine P's/9P's of Marketing ©2007 start on page 7)

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, 17e, Kotler and Armstrong, 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. (Definition approved by the American Marketing Association, Board of Directors, July 2013.¹)

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)

Marketing Management is the art and science of choosing target markets and building profitable relationships with them. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)

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>)

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 getting the right product or service to the right people (target market), at the right time, at the right place, at the right price, with the right partners, plus right communication, promotion, passion and presentation.

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)

¹ American Marketing Association, "About AMA: Definition of Marketing,"

<https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx> (cited May 28, 2014; confirmed on 6/3/2018)

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of goods and services to facilitate exchanges that satisfy individual and organizational objectives. (Understanding Business, Nickels, McHugh, McHugh, 2008)

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, Third Edition, Pride and Ferrell, 2009)

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, 13 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.

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, 2009)

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, 17e, Kotler and Armstrong, 2018)

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 tool -- product, price, place and promotion -- that the firm blends to produce the response it wants in the target market. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)

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 2004)

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: 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, 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, 9th Edition, Czinkota and Ronkainen, 2010)

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, 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: Orienting and motivating customer-contact employees and supporting service employees to work as a team to provide customer satisfaction. (Principles of Marketing, 17e, Kotler and Armstrong, 2018); occurs when managers of one functional unit market their capabilities to other units within their own organization. (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, Integrated Marketing Communications (IMC): “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 communications channels through multiple-vehicle, multiple-stage campaigns to achieve maximum impact and increase message reach and impact. (Principles of Marketing, 17e, Kotler and Armstrong, 2018; 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)

Carefully integrating and coordinating the company’s many communications 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, sales promotion, and public relations---and combines these disciplines to provide clarity, consistency, and maximum communications impact. (Principles of Marketing, 17e, Kotler and Armstrong, 2018; Belch and Belch)

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” in the marketplace?

IMC is the process of using promotional tools in a unified way so that a synergistic communications effect is created. (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 insure 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 making a contribution.

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 bricks and mortar store or on their smartphone.

Nine P’s (9 P’s) of Marketing ©2007

(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 to marketing strategies 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 and for the various products, channels, promotion, media and sales areas.
 - Research and plan.
 - Marketing Research falls under Planning, as the first Marketing P:
 - Marketing research is the function that links the 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.² 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.” Look at the constant elevating and changing demands of customers in some categories and products.
 - 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.”
 - Neil Young, musician on creativity and ideas which can be used for planning:

² <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>

- “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, 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.” (In May 2018: Facebook announced that its biggest products, including Messenger, WhatsApp, Instagram, and Facebook were under the purview of long-time Facebook executive, Chris Cox)
- Kenneth R. Andrews with his influential 1965 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.” 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, produces 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,” in the Nine P’s, along with the other “P’s”. We will be discussing Marketing’s objectives, strategies and tactics under the Nine P’s (9P’s) of Marketing.
- 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.
- 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.
- 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.”

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.

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

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.

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

- 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.
- 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.
- Potential and actual buyers or purchasers start with accurate, comprehensive data that works across all channels to help the company identify audience and buyer 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 of 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.
- Defining a target market requires market segmentation; the process of segmenting the entire market as a whole and separating it into manageable units based on:
 - Demographics
 - Geographics
 - Psychographics
 - Behavior
 - Technographics or technographical characteristics. Understand 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.
- As an example, there is data 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 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.
- 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.
- In May 2018, 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 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. Women or classes/segments of females like to shop and shopping doesn’t always mean buying. Going to a mall is entertainment. Some 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 that is harder to execute than it seems. Look at the data, as a first step, you are collecting about your customers or consumers. Try to make it actionable. Look at first visit or first purchase. Repeat purchasers. Second is deciding what to do with it. The third is communication and promotion.
- Examples include:
 - What does Google know about you? 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.*
 - 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
 - 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 or on a train)
 - For as long as you’ve been using Google, 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
- 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.
- Seniors have been a tough crowd for the Series 4 Apple Watch. It's been promoted that it is FDA-cleared "proactive health monitor" and a "guardian" to call for help. Only 4% of the segment of seniors over 65 years of age have purchased any smart watch. Under technology and demographics the Series 4 Apple provides an excellent example of the use of segmentation and marketing strategies.
- Cleaning up the accounts and stats: From July 2018: Vijaya Gadde, Twitter's legal, policy and trust & safety efforts leader, feels everyone, including marketers and influencers should welcome the purge of accounts at Twitter. "We want everyone to have confidence that the numbers are meaningful and accurate."
- 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 are you 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 ads on "60 Minutes." It's about the watching audience and "People," under the 9P's of Marketing. Drug companies are targeting the people who take the medicine or the ones who prescribe them. Like most news programs and programming, more than half of their audiences is 55 or older.
- Facebook shows content to different users based on their preferences and demographics.
- A unique example of targeting and reading the data. PayPal looks at segmentation and was finding a segment of their customers who were buying women's products, men's products, electronics, haircare product 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.
- Facebook is offering an app for six-year olds. That either before first grade or during first grade. It's called "Messaging Kids" and 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 Jeep buyers.
- In early 2017, Snapchat is mostly millennials, really young people and high school and teens. (Digital Marketing Tactics)
- Look at competing for the customer and not against your competition.
- 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 for May 2018.
- 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, August 2015. 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.

- After decades of affirmative action, black and Hispanic students are more underrepresented at the nation's top colleges and universities than they were 35 years ago. The share of black freshmen at elite schools is virtually unchanged since 1980. Black students are just 6% of freshmen but 15% of college-age Americans. More Hispanics are attending elite schools, but the increase has not kept up with the huge growth of young Hispanics in the US, so the gap between students and the college-age population has widened. (8/24/2017)
- 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 trust-worthiness 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 ("captive ads" from Metrodata services, target 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."
- 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 is reported to be 22 times or touches before a purchase, of certain items.
- Half of Major League Baseball - MLB's viewing audience is over 55 or older. Some research puts that figure at 57 and older. Not a prime demographic for many advertisers. And harder to sell MLB sponsorships to agencies, their clients and advertisers.

- **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:
 - Target's using 3D modeling: They can take an idea from a sketch to a prototype in a matter of days, reported in AdAge in August 2015. 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.
 - "Product" includes packaging, as a subset of the total offering. Brand managers use packaging as a badge, enhancing the product's value. In fall 2008, 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.
- **Price/Pricing:** All aspects regarding pricing. The amount of money a consumer is willing to pay to obtain the product. 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.
 - Under "Price," your firm can lower the price to the point it separate your company from the competition. You can also raise your price to create differentiation or exclusivity.

- Lower or lowest price has no brand, or may have no brand. Your firm or company can “live by the price sword or die by the price sword,” in the marketplace.
- “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 on the basis of 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.
- 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)
- Prices are a key positioning factor and must be decided in relation to the target market, the product and service assortment mix, and the competition. 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)
- 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.
- Pricing strategies include: cost-, profit-, competition-, demand-, value-, customer led-based pricing.
- 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.
- 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.
- Examples:
 - “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.
 - Blending insurance, targeting and price: John Hancock Insurance offers customers who hold certain life insurance policies price discounts and cash back on groceries if they buy nutritious foods.

- The surge of prices on New Year's Eve by Uber: It's a transport company. Uber says it "seamlessly connecting 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 is "more predictability than cabs..." I read that users had 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. Ask "Are they not providing a better service? Than cabs?" On high demand days with high demanding riders?
 - 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. Offering the right Product at the right Price, with the right Partners and Presentation, at the right time, at the right Place. Consider, develop and review store and non-store, e-commerce and "brick and mortar" factors, considerations, objectives, strategies and tactics, including "Partners."
 - A typical supply chain may consist of four links in the chain: Producer>Factory>Manufacturer> Distributor> Wholesaler> Retailer>Consumer supplying the ultimate users.
 - Develop steps in an effective and efficient distribution plan, objectives, strategies, and tactics, plus execution.
 - Channels of distribution.
 - 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 and their compensation, 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 retailing strategies; Store and non-store retailing.
 - 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.
 - Examples:
 - 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...” 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)

- This example would fall under both Place and Promotion: There are 210 markets in the U.S. TV advertising marketplace. (Nielsen)
- **Promotion:** Eight (8) major, strategic components: The communication element includes personal and non-personal communication activities. Activities that communicate the merits of the overall product, which include:
 - Here are some strategic questions under Promotion::
 - Evaluate the eight elements and your practices and ask is there a better way?
 1. What are your costs in dollars and manpower or person power and ask, "Is there a different way or ways?" Different partners? Costs?
 2. What should you promote? “People” potential purchasers, under the nine P’s.
 3. To whom should you promote?
 4. What economic and discount levels should you offer?
 5. What form of promotion should you offer? Features?
 6. How frequent?
 - 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.
 - From Barbara Corcoran and her book, Shark Tales and 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: “Sales people do not think like sales people when they are shopping. They think like customers.”
 - Here’s an important example which blends sales people 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 and presentations. This is a simple way to see where each sales person, and the company, stands in each day.
 - Advertising--Mass or nonpersonal selling: TV, radio, magazines, newspaper, outdoor/out-of-home (OOH), online, mobile
 - 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 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)

- Ads can be a cost-effective way to disseminate messages, whether to build a brand preference or to create awareness and educate “People,” your potential purchasers and customers, under the 9P’s.
- Some examples:
 - Consumer technology is changing our lives: TVs, wearables, computers, tablets, telecom services. Each one of those drives additional advertising opportunities.
 - 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.
 - 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, as 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.”
 - The component of Advertising, under “Promotion” includes product placement, the integrating the product or service into the 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.
 - 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.
- 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, sweepstakes, allowances, trade shows, sales rep/trade contests, events/experiences and more.
 - A shopper’s 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, includes Facebook,

YouTube, LinkedIn, Snapchat, Twitter, as examples. Add web analytics tools, email marketing, search marketing, SEO (Search Engine Optimization).

- The smartphone retains its position at the top of the list, of internet-connected devices. Smartphone ownership at 94% is ahead and tops personal computer ownership.
 - While 94% of internet users own a smartphone, they also own an average of three internet-connected devices (Users, aged 16 to 64, GWI, 11/2017).
- Events and Experiences--Interacting with the brand. An experience can be much more impactful than an exposure or an impression. Events, promotions, 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.

Examples:

 - 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. The example 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
 - Lexus has a Facebook contest that allows fans to play a real-life video game with a Formula One racer.
- 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.
 - Example: If your P.R. stories are always about the company's products, they may not be stories but promotional brochures or booklets.
- **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).
 - A joint 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. Great work can be the result of great partnerships!
 - 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.
 - Review and have clear, comprehensive, time-bound contracts and agreements.
 - Look for team management, relationship-building and team-building focus.
 - From Philip Kotler: Value chains, of suppliers, distributors and customers. Partnering with specific suppliers or distributors create a value-delivery network; also called a supply

- 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 examples:
 - Summer 2018: Did you hear that Walmart and Waymo (Google’s Alphabet) have teamed up in a promotion in Chandler, Arizona, south of Phoenix. Shoppers of Walmart can use a self-driving car to go to their store. Yes, using a self-driving car. All they need to do is use a Waymo car after ordering groceries on Walmart.com. Walmart workers will assemble the consumer’s order (“People”) grocery order as the Waymo cars take customers to and from the grocery pickup. “...we learn from these programs will give us a network of partners when we launch in new cities down the road,” Waymo said.
 - Here’s a Japanese company example. Honda was always 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.
 - One more “Partnership” example: AutoNation, the auto dealer and car retail chain is also giving Phoenix-area residents the option to use a Waymo car as a loaner, service car.
 - 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 Eddie Lampert. The appliances like air conditioners and others will use and integrate Amazon’s Alexa, which will respond to voice commands.
 - Dell, now called Dell Technologies, expanded their “Products,” one of the 9P’s of marketing, after buying EMC, a data storage producer. Dell Technologies is the largest customer of chip maker and manufacturer Intel.
- **Presentation:** Look at “real” product and service experiences.
 - This “P” or “Presentation” is the act of 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 sales person of the product or service). Something set forth for the attention of mind.
- 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.
- 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.
- Think about positive and negative emotions in a presentation by a salesperson or sales force. Negative emotions narrow a person’s vision and propel selling behavior toward survival in the moment, especially new sales people --- “I’m frightened, so I’ll flee.”
- Positive emotions do the opposite: 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.
- Examples include:
 - 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.”
 - 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.
 - From 2018, 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. Actually, a significantly and highly publicized bad example. Which has branding and promotional implications for “the official accountant for the Academy Awards” PriceWaterhouseCoopers (PwC), at the 2017 Academy Awards. A huge accounting mistake turned into a brand nightmare, by PwC not getting 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. 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 tested using just the name Dunkin' at some units in California. The chain's promotion has used 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; started 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. 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. From <http://ere.net>, finding and “winning over,” better candidates may include boldness and unusualness, plus an emphasis on their candidate's aspirations rather than pay of compensation.
- 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. An “event and experience” promotional initiative to convince smartphone and tablet owners to switch to Samsung.

- 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 is vitally important to the “presentation” to the constituents, different publics and to the world.
 - 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, two years ago, 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 Norman de Greve, 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 in 2015, 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;
 - 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 sales persons dispute the concept that many sales people can present and sell anything to potential buyers and users, whether the sales people 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.

- Today, buyers can find tons of information and presentation 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 of time, 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.
- Some examples:
 - 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.
 - 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

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.

(<https://www.google.com/search?q=kleepner%27s+definition+of+advertising&oq=kleepner%27s+definition+of+advertising&aqs=chrome..69i57.7992j0j8&sourceid=chrome&ie=UTF-8>)

Advertising is a means of communication with the users of a product or service. **Advertisements** are messages paid 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 or not we pay attention to the message, we know who sent it.
- Advertising informs: Some messages try to make consumers aware of a product, service, or specific brand.
- Advertising persuades: Some messages try to change our opinion or motivate us to take action.
- Advertising reminds: Some 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 profit 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.

Banner is 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. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)

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)

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

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

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 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 and make intelligent and informed purchasing decisions. **Experiential Marketing** refers to actual customer experiences with the brand/product/service that drive sales and increase brand image and awareness. It's the difference between telling people about features of a product or service 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.

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 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 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.

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

Key Performance Indicators or KPI/KPIs. They are quantifiable measures or measurable values used to evaluate the success of an organization, employee, partnership, etc., in its 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)

Merchandising is the activity of promoting the sale of goods at retail. Merchandising activities may include display techniques, free samples, on-the-spot demonstration, 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)

Planograms, Plan-o-guides, Plano guides and product shelve 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 detail 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 stores 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. (Belch and Belch)

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.

Product: Anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)

Product Placement advertisements are promotional ads or sales promotion placed by marketers or their agencies using real commercial products and services in media, where the presence of a particular brand is 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 brand's logo in the show or shot, or a favorable mention or appearance of a product. This is done without disclosure, 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.

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.

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 involves all activities in selling goods and services directly to final consumers for their personal or business use. **Retailer** is a business whose sales come primarily from retailing. (Principles of Marketing, 17e, Kotler and Armstrong, 2018)

Segmentation:

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, hostile³).

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?

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

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

³ 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 in store service. Long wait times on phone after experiencing poor product or service performance. 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.

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:

The market segment or segments toward all marketing activities will be directed

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 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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