



THE
VIRGIN
MARKETER

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DEDICATION

To the countless executives around the world who have developed successful marketing plans for their companies using *The Virgin Marketer* or similar approaches.

ABOUT THE AUTHOR

NOEL CAPON is the R. C. Kopf Professor of International Marketing and past Chair of the Marketing Division at the Graduate School of Business, Columbia University. Professor Capon's early education was in Britain, and he holds B.Sc. and Ph.D. degrees from London University – University College. He also holds a Diploma in Business Administration from Manchester Business School, an MBA from Harvard Business School, and a Ph.D. from Columbia University — Columbia Business School.

Professor Capon joined the Columbia Business School faculty in 1979. Previously he was on the faculty of, and received tenure from, the University of California – Graduate School of Management, UCLA. He has taught and held faculty positions at Harvard Business School, in Australia — Monash University, England — Bradford Management Centre and Manchester Business School, France – INSEAD, Hong Kong — The Hong Kong University of Science and Technology (HKUST), and the People's Republic of China — China European International Business School (CEIBS), in Shanghai. Professor Capon currently holds the position of Distinguished Visiting Professor at Manchester Business School.

Professor Capon has published ten books: *Corporate Strategic Planning*, *The Marketing of Financial Services: A Book of Cases*, *Planning the Development of Builders, Leaders and Managers of Twenty First Century Business*, *Why Some Firms Perform Better than Others: Towards a More Integrative Explanation*, *The Asian Marketing Case Book*, *Marketing Management in the 21st Century* (also in a Chinese edition), *Key Account Management and Planning*, *Total Integrated Marketing*, *Managing Global Accounts*, and *The Marketing Mavens*. He is also editor for sections on Marketing, as well as Sales Management and Distribution, in the *AMA Management Handbook*.

Professor Capon has published more than 60 journal articles and edited book chapters. Journals that have published his work include *Academy of Management Research*, *Academy of Management Review*, *American Journal of Public Health*, *Annals of Operations Research*, *Cognition and Instruction*, *Columbia Journal of World Business*, *Communication Research*, *Congressional Record*, *Developmental Psychology*, *Harvard Business Review*, *Industrial Marketing Management*, *Journal of Advertising Research*, *Journal of Applied Developmental Psychology*, *Journal of Applied Psychology*, *Journal of Business Administration*, *Journal of Consumer Research*, *Journal of Financial Services Research*, *Journal of International Business Studies*, *Journal of International Forecasting*, *Journal of Management Studies*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Strategic Marketing*, *Laboratory of Comparative Human Cognition*, *Management Decision*, *Management Science*, *Public Opinion Quarterly*, *Review of Marketing*, *Strategic Management Journal*, and *Transactions of the Faraday Society*.

In addition to teaching in Columbia Business School's full-time MBA and Executive MBA programs, Professor Capon is active in executive education. He has directed *Competitive Marketing Strategy*, *Strategic Account Management*, *Sales Management*, and *Pricing-to-Win* programs. In addition, he directs and teaches executive seminars for leading business schools and corporations around the world. Professor Capon inaugurated Columbia Business School's highly successful executive-level *Marketing Management* program as a joint venture in Shanghai, PRC with CEIBS.

PREFACE

The Virgin Marketer is a companion volume to the textbook, *Managing Marketing in the 21st Century (MM21C)*. As you read and study the material in the textbook, we hope that you will learn a lot about marketing. But no matter how much effort you put into the text, and how good a job we have done with *MM21C*, it is really only a start. You will only begin to live and breathe the marketing philosophy by getting your hands dirty and actually *doing* marketing. That is the purpose of *The Virgin Marketer (TVM)*.

The material in *TVM* has a very long pedigree, with many well-known domestic and multinational firms having used selections and/or variations of the frameworks to develop actionable marketing plans. In its current version, *TVM* has guided the development of marketing plans for well over 30 organizations, large and small. These organizations are listed in Appendix 1.

In the chapters that follow, we will guide you through the marketing process, from insight to action. For each chapter in the textbook, there is a parallel chapter in *TVM*. In *MM21C*, we described marketing in terms of marketing as a philosophy, six marketing imperatives that encompass the job of strategic marketing, four marketing principles, and the insights each marketer needs to be successful. We used many examples that best described each of the important ideas. In *TVM*, you, the reader, choose the firm, business unit, or other organization that is most interesting or meaningful to you. We want you to select a marketing case to try out your new knowledge, so that you can develop and hone your marketing skills. The material in Appendix 2 will help you to enhance your own intellectual capital.

CHOOSING A MARKETING CASE

In choosing your marketing case, you have a broad set of possibilities. For a start, you might consider any number of corporations we discuss in the textbook, such as Virgin. Under Sir Richard Branson's leadership, Virgin has become one of the world's most well-known and respected brands for business and philanthropy and has plans for space travel and global warming research. But beneath the corporate brand are a host of diverse businesses in many different industries, from Virgin Atlantic Airways to Virgin Mobile. We suggest that you consider choosing one of Virgin's businesses for your marketing case.

Another approach is to identify a firm or business unit that you are familiar with. Maybe you can choose one where you work, or would like to work. As you complete the various exercises in *TVM*, you will learn a tremendous amount about the strategies of your chosen firm or business unit, its markets, and the industries where it competes. If you already have a marketing position, then completing the marketing case will actually be doing your job! If you are going to enter the job market, then working through *TVM* will provide you an advantage. By completing the marketing case, you will be able to demonstrate your knowledge and expertise to executives seeking high-caliber human resources for their firm and/or business unit.

Your professor may have suggestions for a firm or business unit to use as a marketing case. The professor may have company contacts who can provide you good access to data or information to help you. We believe that the learning you gain from completing your marketing case will be very valuable for the firm or business unit that you study.

Finally, you can simply select a product or service of interest to you that is already on the market, or even a product or service yet to reach market. In either case, the data difficulties will be greater, but that is no reason not to take that route. You might even use the marketing case to investigate your own ideas for an entrepreneurial startup

Whichever path you select, don't forget to enter your plan in the Marketing Planning Competition. You will find details at mm21c.com, the website for *Managing Marketing in the 21st Century*.

WORKING THROUGH THE CHAPTERS

We suggest that you work through each chapter in TVM, as you complete each chapter in MM21C. Not only will this make each activity more fresh and relevant, but it will avoid having vast amounts of data gathering and analysis at the end of the semester. Your professor will be your guide, but here are a few tips for getting the most out of your *Virgin Marketer* project.

The best data are often obtained directly from your chosen firm or business unit. If you do not have direct access to company executives, then you will have to use external sources. The Internet in general, and Google or other search engines in particular, can take you a long way in collecting basic data on your company. After all, you are certainly in far better shape than your peers of just a decade ago! Another online source is the digital library at your school or company. Libraries often have access to subscription-based business databases, such as Factiva, LexisNexis, or Dun & Bradstreet. Sometimes, if you want data on the firm's customers and competitors, you may approach this the old-fashioned way by talking directly to a few customers, conducting a customer DILO (day in the life of) or a focus group, or administering a small survey.

Regardless of your methods, you will never have all of the data you need to complete your marketing case. But don't let that stop you. Sometimes you will just have to make an assumption and move forward. Just focus on your marketing case, and TVM will help you learn a systematic process for the art and science of marketing. Here are a few tips for working through TVM:

- In each chapter there are frameworks. We often present these in the form of templates to be filled out. But you must remember that the purpose of including a particular framework is *not just* to fill out the template. The template is a way to help you form good questions and to organize your ideas. The real value is the thought that you put into the topic. If you are working in a small group, the conversation among your group members will be especially valuable.
- In many cases, the frameworks we ask you to work with in later chapters rely on completed work from earlier chapters. For example, you cannot do a decent job of marketing implementation unless you have formulated a market strategy.
- Some of the frameworks may not apply to your marketing case. For example, if you use a sales force for your entire promotional effort, questions about the advertising budget would not be relevant.

We designed TVM for use in a profit-seeking firm. Some of you will be interested in public or not-for-profit organizations. The frameworks can still be useful for these situations, but you may need to do a little reframing to fit your particular circumstances.

STRUCTURING THE FINAL REPORT

In the final report you will gather together all of the learning you gained while working through the chapters in *The Virgin Marketer*. TVM provides the structure for writing a clear, concise, and professional business report about your marketing case, in which you'll present your analysis and recommendations. As you prepare the report, you should put yourself in the reader's shoes. Present your work clearly and logically, so that it is easy for the reader to understand what is going on. Here are a few tips:

- Take the time to interpret for the reader the results within the various templates. A filled-out template, with little or no explanation of what the data actually means, is useless.
- Include your analyses within the body of the report, rather than putting them at the back in an appendix. As always, we defer to your professor for his or her preferred format.
- A report should always have an executive summary. This gives the reader (often an executive) a one- or two-page overview of what to expect, a project summary, and your key

recommendations. We present some ideas for structuring the executive summary right before the appendices.

- Following the executive summary, provide the reader with background in the form of a preamble. A preamble is a type of introduction that frames your entire report by introducing the firm or business unit and broadly identifying the product/market arena under consideration. If the technology is novel, give the reader a short primer on how the product or service works. Use the preamble to provide background information on the firm as well, so the reader can understand how the product/market arena relates to the firm's other product/markets. We walk through ideas for structuring the preamble.
- If the professor assigns the marketing case as a group effort, and one member has specific information about the company or topic, say so in the preamble. If you are working as a group, the preamble can double as a briefing document for other team members.
- Don't forget to acknowledge those who helped you with your marketing case.

Now you are ready to get started on your marketing case. Good luck as *The Virgin Marketer* guides you through your project!