



## The Shift

### The Transformation of Today's Marketers Into Tomorrow's Growth Leaders

#### THE SUMMARY IN BRIEF

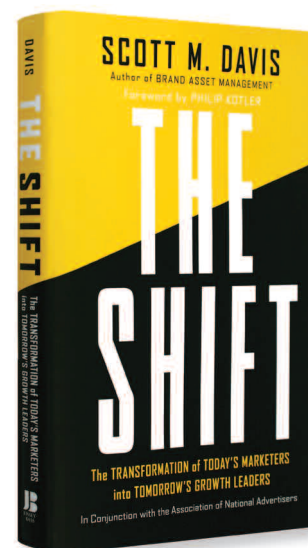
Traditional marketers live in a short-term world built on an ever-narrowing platform of marketing communications and promotions. They are often limited to running agency relationships and enabling the sales force, while constantly being squeezed for funds they do not have. But the days of marketers operating in a vacuum, and marketing and business strategies being created independently of one another are ending. The best marketers are now creating integrated perspectives that start with the growth aspirations of their entire organization.

This summary shows how this new breed of Visionary Marketers has become a successful catalyst for growth and transformation within an organization, as well as how you can become a marketing visionary, too. It also outlines the five shifts marketers must undertake to fundamentally shift the role of marketing and help drive both the growth agenda and bottom-line results.

It is critical for all marketers to begin leading the charge to growth in their organizations. Author Scott Davis shows how Visionary Marketers are implementing innovative ways to win new customers and build more meaningful relationships with current customers while keeping competitors at bay.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How to balance short-term pressures to show results while staying aligned with the enterprise's longer-term vision.
- How to continuously drive innovation in a pervasive way.
- How to navigate new and old media choices to reach customers in meaningful ways.
- How to operate and win in increasingly complex internal and external environments.
- How to maintain a relentless focus on the customer.



by Scott M. Davis

#### CONTENTS

**The First Shift: From Creating Marketing Strategies to Driving Business Impact**

Page 3

**The Second Shift: From Controlling the Message to Galvanizing Your Network**

Page 4

**The Third Shift: From Incremental Improvements to Pervasive Innovation**

Page 5

**The Fourth Shift: From Managing Marketing Investments to Inspiring Marketing Excellence**

Page 6

**The Fifth Shift: From an Operational Focus to a Relentless Customer Focus**

Page 7

# THE COMPLETE SUMMARY: THE SHIFT

by Scott M. Davis

**The author:** Scott M. Davis is a senior partner at Prophet, a strategic consultancy with expertise in brand, marketing, design and innovation. A former adjunct professor at the Kellogg Graduate School of Management at Northwestern University, Davis is also the author of *Brand Asset Management* and co-author of *Building the Brand-Driven Business*.

*The Shift: The Transformation of Today's Marketers into Tomorrow's Growth Leaders* by Scott M. Davis. Copyright © 2009 by John Wiley & Sons, Inc. Summarized by arrangement with the publisher, Jossey-Bass, a Wiley Imprint. 236 pages, \$34.95. ISBN 978-0-470-38838-9.

Summary copyright © 2009 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495. For additional information on the author, go to <http://www.summary.com> or visit <http://www.prophet.com>.

## It's All About Growth

Successful marketing executives today aren't acting quite like marketers of the past. Welcome to a new era in marketing, an era in which Visionary Marketers know: **No one is better suited to drive the growth agenda than the head of marketing.**

These Visionary Marketers are seizing the challenge to become the senior executives in charge of their company's growth agenda. Clearly, this is a golden moment in time for all marketers to rewrite the traditional playbook and shift their responsibilities from supporting sales to direct line responsibility for successful and profitable growth.

This new breed has guts. They represent a dramatic shift from traditional marketers, who are often limited to running the agency relationship, supporting the sales force and constantly being squeezed for the nickels they do not have.

### Visionary Marketers

Dozens of Visionary Marketers have seized the moment: They know that marketing, at its best, holds the keys to growth. From deeply understanding today's and tomorrow's customers' needs, wants, behaviors and media consumption patterns, to translating these into new products, services, experiences and relationships that customers want, Visionary Marketers are helping their organizations match customer dynamics with internal capabilities for maximum external impact.

One visionary marketer who has made the shift is Russ Klein, marketing leader of Burger King Corp. He has the guts to assert, "Anything that's a growth factor is fair game for me to stick my nose into." Klein is responsible for product mix, pricing strategy, product develop-

ment, market planning, supply chain and mix management, in addition to more traditional marketing responsibilities. Everyone in the company considers Klein to be the CEO's right-hand man, as reflected in his title — President, Global Marketing Strategy and Innovation.

### The Time Is Now

The days of marketing strategies and business strategies being created primarily independent of one another and in different documents, with different authors and written in different fonts is going to end. The best marketers are creating integrated perspectives that start with the growth aspirations of the organization.

Through the confluence of necessity and opportunity, there has never been a better time for both the organization as a whole and marketers as individuals to step up and make the right shifts not only to survive, but to capitalize and ultimately thrive in their respective markets and organizations. ●

## Introduction: Preparing to Make The Shift

The new formula for success starts with a new imperative. Marketers must become deeper strategic thinkers and bring that capability to bear across more of the business landscape. Those who contribute strategically and use their skills, capabilities and knowledge will accomplish both shifts. That's the path Mark Waller, senior vice president of marketing and sales of the National Football League, has been taking.

His responsibilities build on each other: "First, I'm charged with having absolute clarity of consumer understanding. Second, I must translate that understanding



**1-800-SUMMARY**  
service@summary.com

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

**Postmaster:** Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2009 by Soundview Executive Book Summaries.

**Available formats:** Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at [www.summary.com](http://www.summary.com). Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Edward O'Neill, Graphic Designer; Chris Lauer, Contributing Editor

into brand and business building strategies, and finally, I have to have a plan to commercialize those strategies in the market.”

Waller is on to an approach that can be leveraged for you to become the guru of growth in your company. Visionary Marketers who have made *The Shift* agree that there really is only one purpose in making a shift: to help drive the company’s growth goals and agenda — in effect, becoming the CEO’s partner.

### Visionary Marketers’ Recipe for Success

The marketer who aspires to become the CEO’s true partner in growth needs to bring together a balance of hard and soft skills. The aspiring Visionary Marketer must:

- Consistently exceed expectations for marketing excellence.
- Build operating credibility with the CEO, CFO and the rest of the C-suite.
- Show capability and muscle in driving strategic discussions at the corporate level.
- Consistently innovate across the enterprise.
- Lead by example, and inspire the organization to deliver results based on world-class marketing and business strategies and plans.

### Exceed Expectations

Of course, the basic ingredient — exceeding your company’s expectations for marketing excellence — is a prerequisite to earning the right for a more strategic profile. If you can’t handle the responsibilities you already have, then why should the CEO think you’re ready for more? That’s the stark, realistic situation at the top — CEOs will bring the right marketer into the inner circle, but that marketer must be proven. By successfully executing a world-class marketing plan, intimately tied to the company’s strategic growth plan and delivering quantifiable results, you will make a convincing argument that, as a marketer, you can play two roles simultaneously: that of a great strategic thinker and that of a great in-market executor. ●

---

## The First Shift: From Creating Marketing Strategies to Driving Business Impact

Ranjana Clark, former CMO at Wachovia and now Head, wholesale customer experience group at Wells Fargo, shared her story about her realization that a shift was going to occur at the bank. She knew that the com-

pany needed Marketing to play more of a strategic role. But what did that mean?

Clark says, “My first charge was not to freshen up the brand or build a new campaign. I realized then and there that my character would be different from that of my predecessors and that I was going to be counted on to be one of the architects of business strategy for Wachovia.”

Ultimately Clark made *The Shift* to business impact, pulling out all of the stops to become a strategic architect for Wachovia.

### A Definable Set of Actions

She began in a way that you, as an aspiring visionary marketer, can learn from. By working your way through a definable set of actions, with an awareness of your organization’s receptivity to change, you can develop the mind-set, track record and capabilities necessary to prove your abilities to tackle business strategy — not just marketing strategies — and drive business impact. Three critical elements are needed to start to make this shift from creating marketing strategies to driving business impact:

- **Leveraging customer insights as your secret weapon.** Fully owning this secret weapon means both knowing your customer better than any other executive *and* consistently translating this knowledge into actionable consumer insights and in-market execution.
- **Always operating with a profit-and-loss mind-set.** What really matters is that, day in and day out, you consistently have a perspective and action orientation based on an understanding of how the company makes money, how investment decisions in one area impact others, and always bring a top- and bottom-line perspective to the decisions at hand.
- **Earning organization-wide credibility and trust.** You will have to succeed at basic marketing communication tactics *and* show muscle in resolving complex business issues. You must unemotionally analyze your budget to make trade-offs within the context of the goals of the overall organization. At the same time, you’ll have to be comfortable in driving or co-driving all of the elements of the traditional purchase funnel, from awareness through loyalty, incorporating all of Philip Kotler’s 4 P’s (product, price, place and promotion).

### Your Five-Step Plan to Victory

Heads of Marketing who have led the strategy dialogue have generally followed a five-step path that starts with the simple notion that they are taking the organization on a journey over time, aimed at helping the exec-

## Summary: THE SHIFT

---

utive team articulate the three- to five-year vision and its strategy. Here are those steps:

**Step 1: Get alignment.** Get alignment that this is something the organization can benefit from and that there is merit in embarking on this path.

**Step 2. Equip the C-suite to engage in the dialogue in a meaningful way.** The more upfront engagement, debate and education you arm your peers with, the more fruitful the strategic dialogue down the road will be.

**Step 3: Start and lead the dialogue.** This dialogue will be somewhat informed by your current profile and the data with which you have carefully armed your executive team.

**Step 4: Lay out the strategies to bridge the gap between today and tomorrow.** Only if you can become conversant across the entire range of strategic issues and across functions, geographies, businesses, products and services will Marketing be able to sell itself as a strategic asset for the entire organization and a long-term partner for the CEO.

**Step 5: Own the imperatives.** Owning the list of strategic imperatives, along with the commensurate work plans, ownership, activities, milestones, metrics and timing, while assisting each owner with his or her strategic imperative, will help the Visionary Marketer sustain a “shifted” position. ●

---

### The Second Shift: From Controlling the Message to Galvanizing Your Network

The Network Era is the third era in modern marketing. The first marketing era, often referred to as the golden age of advertising, was a world of one-way communications: Marketers were in total control of the message and the vehicles to leverage.

The first marketing era, following World War II, was the beginning of brand building and the rise of mass communication in the form of TV, print and radio advertising, and sponsorships were the hallmarks of this era, which lasted until the mid-1990s. At that time a shift occurred with the Internet ushering in the second marketing era, allowing two-way communications, solicitation of input and feedback from customers to improve the offer, and a new approach to building loyalty across key, profitable segments.

During the current, third marketing era, two-way communication has expanded among an exploding

number of stakeholders. This Network Era can be defined by the confluence of five core dynamics:

- An explosion in not just the number of, but also the power and increasing influence of a myriad of stakeholder types.
- The novel and rapidly exploding innovation and introduction of thousands of new communication and interaction mechanisms to influence purchase behaviors.
- The increasing impact of the coalition activity of multiple networks that are able to build, define or tear down new markets.
- Citizen marketing, or leveraging the network to unleash the full power of the consumer as marketer, whereby individuals create and participate in marketing campaigns for their favorite products, becoming loyal word-of-mouth advocates (or detractors).
- An increasing openness and transparency in a two-way manner — about consumers, their lives, their patterns of behavior and their spending habits, as well as how a company goes to market.

To fully embrace these dynamics, it remains important to continue to remember that the underlying purpose and intended impact of marketing for the Visionary Marketer remain the same as in the first two eras: getting products and services into customers’ hands as effectively, efficiently and profitably as possible.

### Thriving in the Network Era

As you begin to understand your network and the strategic opportunity it can provide your company, start by being clear on what your company is trying to achieve strategically, how your company makes money, how your company gets the greatest number of valuable customers interested in your brand and, most important, which elements of the marketing strategy and brand network you can control and which you can only influence. This information is a necessary starting point for considering the opportunities associated with your company’s network.

Furthermore, you need to recognize the context of the networked world in which brands and organizations operate, tied to the four critical Network Era success principles:

1. *From control to influence.* In the past, Marketing was about trying to control every interaction or touch point. In the networked world, marketers must recognize that it is impossible to control everything. At best, they can hope to influence stakeholders and facilitate the right kind of experience.

2. *From push to pull.* In a customer-centric world, customers are telling companies what they want and don't want from their company of choice. The days of companies telling customers what they are going to get are over.
3. *From communication to engagement and participation.* In the networked world, brands need to engage stakeholders with information, activities and services that add value, as well as participate in the conversation and experience.
4. *From closed to open, transparent and authentic.* In a digitally driven world, all information makes its way to the Web, where brands are identified for bad products, practices or services. The best strategy is to be open, honest and authentic from the start and let the network do much of the heavy lifting. ●

### The Third Shift: From Incremental Improvements to Pervasive Innovation

Barry Judge, CMO of Best Buy, says, "It is hard to define where innovation begins and ends for us. In order to do better, year over year, you need to constantly innovate and try and reinvent yourself. I can no longer distinguish between which parts of my job are innovation-oriented and which are not."

Judge has obviously internalized this Third Shift, which is defined as moving from incremental improvements to pervasive innovation — innovation that can come from anywhere and can have an impact everywhere. Innovation is pervasive in everything Judge and his Best Buy counterparts think and do in order to profitably grow. From Geek Squad (tech support) to Magnolia (in-home theater) to Rewards Zones (loyalty program) to its recently launched musical instrument store within a store, Best Buy continues to see innovation as its lifeblood and looks to Marketing to help lead the charge.

#### Pervasive Innovation

Traditional incremental innovation is usually defined by new products, new services, new offerings and the successful management of a new product pipeline. Most innovation efforts occur at a business unit, divisional or functional level, and thus most innovation efforts are insular and siloed, and not always harnessing the myriad inputs at the company's disposal.

Pervasive innovation is a mind-set incorporating all fresh and new ideas, aimed at improving a business'

overall performance, inside and outside the organization. Pervasive innovation includes new products, new services and new offerings, but it can also include new business models, new experiences, new cultures, new mind-sets — basically new ideas — to solve old and new problems inside and outside the company. Pervasive innovation is a way of life, part of a company's DNA and the lifeline for many companies to meet their future aspirations.

#### A Shift Toward Customer-Led Innovation

Procter & Gamble and General Electric have changed their innovation mind-sets and approaches to effectively innovate how they go about innovation. In each case, one of the hallmarks is a shift to involving multiple stakeholders in shaping their innovation output:

- *Procter & Gamble expands beyond its R&D lab as a source of innovation.* P&G CEO A. G. Lafley states that innovation is "purpose driven, people led and the heart of our business model." In 2003, when he realized the company's age-old R&D-centric innovation model could no longer achieve the levels of growth he, his board and shareholders demanded, he ordered P&G to move from a strictly R&D-driven system to an open innovation system. P&G now takes its customer insight knowledge generated by the marketing teams and translates the top consumer needs into science-based problems. P&G then reaches out to a worldwide network of technology entrepreneurs who seek to solve these consumer needs.
- *GE's imagination is always at work as it continues to break through with big ideas.* GE CEO Jeff Immelt established the \$100 million breakthrough concept a few years back to help energize organic sales and better harness the power of the different lines of business, which at times got too mired in the day-to-day business to "imagine what if?" Immelt created a system to push innovation throughout the organization. He required business unit teams to submit at least three Innovation Breakthrough (IB) proposals each year that would ultimately go before GE's version of an innovation and growth council for review and discussion. Through 2007, IBs accounted for \$30 billion in new revenues based on \$7 billion in investments.

#### Fusing Visionary Marketing and Innovation

Clearly, the shift from incremental improvements to pervasive innovation is a journey, not an all-or-nothing leap. The primary steps that aspiring Visionary Marketers need to make live within their domain and capability set. There are three steps:

**Step 1: Become a customer zealot.** Listen carefully to what those in the field are telling you, follow up extensively with probing questions and observe relentlessly.

**Step 2: Get connected.** Make a list of the people and organizations with whom your company has relationships. Within these connections, Visionary Marketers will thrive in their quest for inspiration.

**Step 3: Inspire and lead.** Leading through influence and collaboration, as opposed to command and control, is as powerful an approach to innovation leadership as you will find. ●

### The Fourth Shift: From Managing Marketing Investments to Inspiring Marketing Excellence

Going forward, Visionary Marketers will be interested only in maximizing the investments made across all the marketing levers (Big M marketing) and will no longer tolerate or find useful, on its own, just focusing on marketing communications (or Small M marketing). This mind-set shift is brought to life best by Barry Judge, CMO of Best Buy, who elegantly sums up what this shift is really all about in a head-on manner: “No one is interested anymore in just seeing awareness levels or only return on investment for our communications efforts. They want to hear ideas about how to help double the size of the company and what role Marketing and all functions will play in getting there!”

For this to become a reality, marketers will need to move beyond just working on, looking out for and protecting their traditional marketing agenda and budget. Instead, Visionary Marketers need to move forward with an expansive mind-set that encompasses the entire growth budget, agenda and charter. This is why marketing excellence, growth and accountability go hand-in-hand for Visionary Marketers.

#### Marketing Excellence, Growth and Accountability

Marketers are now exposed, internally and externally, in ways they have never experienced in the past. All functional areas are under increased pressure to show results, but none is under more pressure to do so than Marketing. Marketers can no longer sit on the sidelines, doing what they have traditionally done and watching as others transform their go-to-market approaches.

Marketers understand that they need to become more accountable for growth, and with this accountability

### We're All in This Together

Here are four guiding principles that make any organizational transformation work and stick for the long term:

- Align the goals and objectives of functional and geographical heads to the goals of the company.
- For long-term success, the CEO must be a proponent of the transformation.
- Building a transformational business case, road map and story to tell will help in getting the entire organization, especially executive peers, to see the tangible and intangible rationale behind making *The Shift*.
- The important mind-set shift is to recognize that everyone reports to the customer.

comes the need to demonstrate measurable results: increasing revenues, increasing market share, stronger brands and increasing profit margins. To get these results, it is no longer enough to demonstrate depth of understanding of consumer insights alone. Marketers need to operate with (and demonstrate) a P&L mind-set, always in service of business impact because the organization needs them to and because CEOs and CFOs will demand it.

#### What the ‘Big M’ Marketing Shift Requires

If Marketing is going to move toward a more strategically oriented growth agenda, a number of internal changes need to take place in the organization.

At the top of the list, the historic division between corporate and line or product marketing budget dollars has to disappear, at least philosophically. In addition, the classic divide between allocating dollars for demand generation versus brand building will disappear; companies will no longer treat marketing investments separately; hard measures will prevail; and an overall growth budget will become the norm. This means that even brand-building investments need to be measured and defined relative to growth objectives and not traditional tracking objectives.

#### Taking Experimentation to the Next Level

Visionary Marketers are discovering the power of experimentation, where they embed the analytical results of the test-and-learn approach across all the marketing levers of pricing, product, distribution, sales and promotions. Such integrated experimentation allows marketers to mimic business situations in a microcosm, in a way

that is far less risky for the business. Applying advanced experimentation across product, price, place and promotion helps Visionary Marketers move closer to the reality of how companies manage their business in the real world by varying the elements of the marketing mix and understanding how each of the levers works in conjunction with one another yet affords the company the ability to not go “all-in” at once.

What may be a challenge for companies trying to execute against a full experimentation approach is that different Big M marketing levers may sit in different parts of the organization (for example, pricing with procurement or offering with R&D). By forcing an enterprise-wide experimentation mind-set throughout the organization, Visionary Marketers and their C-suite peers can bring to light the power of this potentially missed set of interactions, tied to a previously engrained silo mentality.

### **Leveraging Test and Learn into In-Market Success**

All of the sophisticated experimental design and analytics will be for naught if you do not follow through with superior in-market execution. The rich data collected across marketing variables, market dynamics and customer segments allow finely tuned market-level guidance in “Marketing Playbooks.”

Marketing Playbooks help guide and arm segment- or geographically-based leaders with the information and go-to-market approaches they need to maximize success in the segments they are trying to win.

In addition, well-constructed playbooks will provide precise details on cost and return estimates tied to the mix of vehicles being leveraged as well as provide details on the precise marketing mix to apply to win with a specific target segment, given whatever unique set of market circumstances exist.

If the company focuses on sales efforts by region, the marketer will create a regionally focused Marketing Playbook with a snapshot of the local market and the specific tactics required to succeed to generate sales.

If the company organizes around customer segments, the Visionary Marketer can slice the data by segment, providing a snapshot of the research on that segment and developing a Marketing Playbook for the customer segment level.

Once Marketing Playbooks are built, the next issue is integrating the inputs into actual decision-making processes.

Using the results from advanced experimentation as a guide and regional- or segment-specific Marketing

Playbooks as a byproduct, Visionary Marketers help to identify the business levers, independently and in combination, that will help drive business success through a well-scripted, play-by-play format. ●

---

## **The Fifth Shift: From an Operational Focus to a Relentless Customer Focus**

Customers want the experience you promised, the quality levels they expect, service levels that are best in class and an indisputable value for their money. In return, they will give you the loyalty you yearn for, the share of wallet you believe you have earned, the openness to try your latest and greatest offerings, and the forgiveness you will ask for if you make a mistake. It's quite a give-and-take — and achievable only if the organization is working in unison on delivering in a customer-led way.

You need to be all-in and relentlessly focused on your customers.

Collaboration in service of the customer necessitates collective buy-in around the importance of operating from the customers' perspective and then driving the requisite internal actions to drive the right in-market activities to get to the desired outcomes — delighted customers.

### **Start Working Inward From the Customer**

Stop thinking about how you are organized internally, and start thinking about how the customer experiences you on both a day-to-day basis and at those critical moments of truth that often help to define the type of experience and relationship a customer ultimately has with your company. Once you start with the customer in mind and work your way back through the company's organizational structure, you will quickly see a dizzying number of organizational touch points and functions that influence the overall customer experience. You may also see that the organization is not truly organized for maximum success from the customer's perspective.

For instance, from a customer's outside-in perspective, there may be a billing issue that lives in Information Technology or a call center issue that lives in Customer Service. It may be a broker issue that lives in the Sales organization or a product issue with R&D. Each of these issues can have an undeniable influence on the customer's experience with your company, product, service or brand, and at any point, any one of these

## Summary: THE SHIFT

touch points could make or break the customer relationship. Who is overseeing these functions to make sure they are aligned to deliver a world-class customer experience? For most companies, that “who” is not very clear, and none of the functional areas should be excused from operating in a truly customer-driven, customer-centered, customer-is-king way.

### Critical Moments of Truth

Most organizations are not equipped to deliver and win at critical moments of truth — by the customer’s watch — because they are rarely organized around how the customer wants to engage with the organization. Most companies tend to organize for operational effectiveness and efficiency, and are tied to approaches that work well for the organization but not necessarily for the customer.

According to a CMO Council study, “Marketers must find a way to drive cross-functional alignment between the brand promise and the delivery of the brand promise at all customer touch points ... and take the lead within the company to make sure that every function understands its role in delivering the desired customer experience ... and it will only happen when activities are well orchestrated, managed and measured.”

### Two Critical Questions

So the critical Fifth Shift questions to address are:

- Can the Visionary Marketer take the lead role in repositioning the customer to be the center of the organizational universe, coordinating touch points and functions to deliver with a customer-first mind-set, in effect working for the customer?
- Can the Visionary Marketer help the organization rethink how it is (or is not) set up to win?

To answer these questions, you need to return to the question of control versus influence: Should the Visionary Marketer exert control to drive customer-centered change — or exert smart influence and collaboration to accomplish these goals?

Visionary Marketers would be smart to use organizational influence and collaboration to help their companies start the journey of organizing around the customer. They must start at the very top and leverage an appropriate balance of collaboration, influence and shared leadership with the appropriate doses of vision and inspiration. This type of marketer-led influence model will induce marketers to borrow some approaches from their softer side of marketing influence: building alliances and coalitions, understanding and listening to peers’ concerns

and issues, engaging in dialogues and debates that provide direction rather than dissension and bringing others into the conversation so it is an organization-wide conversation, not an insular marketing conversation.

### Inspire the Organization to Align Differently

The most successful, customer-led transformations succeed when they are focused on both:

- Galvanizing and inspiring the organization to align around a new and different customer-centric, go-to-market approach from the top down, inspired by senior leadership.
- Ensuring internal and external clarity on the organization’s positioning ... what it is and, importantly, what it is not. ●

### Shifting Is Not Easy

So what does *shifting* really mean for marketers? For marketers, it fundamentally means they are given the opportunity to re-brand the marketing role and function, as well as their overall positioning within their company, from being *just* a sales enabler to being a value driver across the entire enterprise.

The company will now have a much greater depth of customer insight, meaningful new revenue and margin streams, and a return on all marketing and sales dollars that should go well beyond traditional norms.

For marketers to succeed at the five shifts, the assumption is that they have successfully migrated from being Tactician Marketers to Visionary Marketers. It means that they have established a dialogue with the executive team and the board that is strategic in nature but pragmatic in execution. It means that they have changed their profile and perception from being seen solely as a cost center to a powerful revenue (and margin) driver. And finally, these marketers have become partners with their CEOs, helping to articulate and drive their company’s growth agenda from here on in. ●

#### RECOMMENDED READING LIST

If you liked *The Shift*, you’ll also like:

1. **The Brand Bubble** by John Gerzema and Ed Lebar. The authors provide a five-stage process for reorganizing the organization around the brand; the key to sustainable, profitable brand performance.
2. **Change Function** by Pip Coburn. Many potential users are afraid of new technology and need a compelling reason to change. Coburn provides it.
3. **Outside Innovation** by Patricia B. Seybold. Innovation keeps companies at the top of their fields. Seybold reveals the best way to keep up is to involve passionate customers in every aspect of product and service design.