



Mini MBA

IN

MARKETING

Module 1 Notes
Market Orientation



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Module Overview



- A Personal Challenge
- Enemies of Market Orientation
- The Organizational Challenge
- Competing Orientations
 - Sales Orientation
 - Product Orientation
 - Advertising Orientation
 - Predictive Market Orientation

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The Personal Challenge of Market Orientation



- Faced with marketing questions
- The humility of marketing
- The discipline of marketing
- Fighting the Enemies of Market Orientation



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The Enemies of Market Orientation



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The Crucial Step



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Market Orientation inside the Company



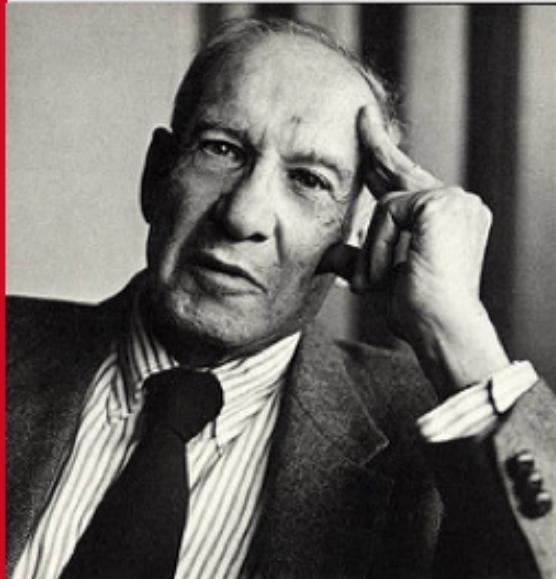
Strategic Power



Customer Interaction

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The First Definition of Market Orientation



Peter Drucker

“Marketing is not only much broader than selling, it is not a specialized activity at all. It is the whole business seen from the point of view of its final result, that is, from the customer’s point of view.”



John Narver

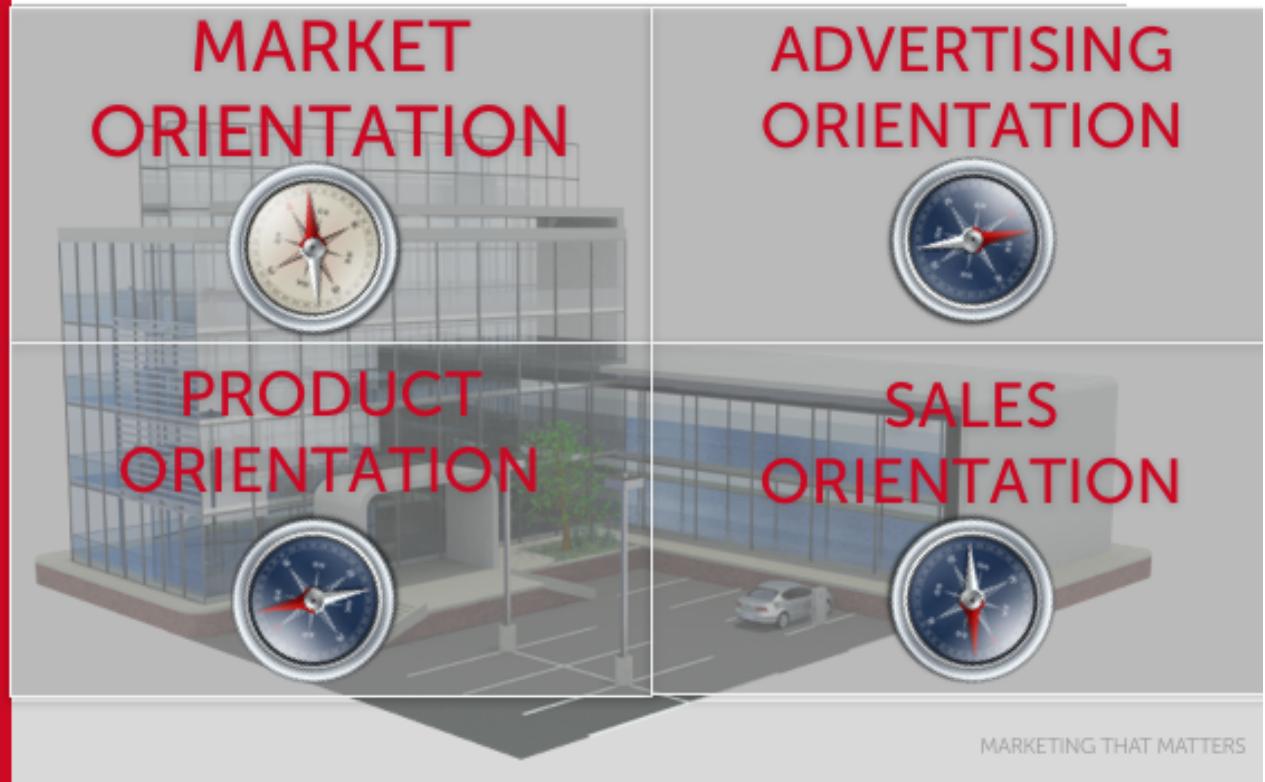
“ Market orientation is a business culture committed to creating superior value for buyers through three combined behaviors—customer orientation, competitor orientation, & inter-functional coordination. Recent research has shown what intuition suggests—that businesses that are more market oriented enjoy higher profitability as well as superior sales growth, customer retention, and new product success. ”

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Market Orientation inside the Company



Product Orientation

- We make amazing products
- We lead the market, consumers follow
- Marketing = Education
- **3M** 
- Product → Customer

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“Don't find customers for your products,
find products for your customers.”

Seth Godin

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From Product to Market Orientation



- Product



- Customer



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Sales Orientation

- Marketing = sales
 - All customers are good for business
 - We don't need to understand them
 - We don't need to adjust what we do
 - Marketing's function is sales support
 - The more products the better
 - Revenue is everything
-
- 

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From Sales to Market Orientation



- 2006
 - \$160 billion
 - Ford
 - Lincoln
 - Land Rover
 - Jaguar
 - Aston Martin
 - Mercury
 - Volvo

-\$12b



- 2015
 - \$150 billion
 - Ford
 - Lincoln

+\$7bn

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97 to less than 20 models



From Sales to Market Orientation

“ Today, everybody knows that Ford is committed to serving all around the world a complete family of cars that are best-in-class. The communities know it. The employees know it. The suppliers, everybody knows. So I think the more the powerful vision includes everybody, the more useful it's going to be.

It's a philosophy of being market-driven, and customer-in, versus product-out. Because a lot of companies will come up with an invention, and they'll further enhance that invention, but that's more like product-out, as opposed to serving fundamental needs. ”

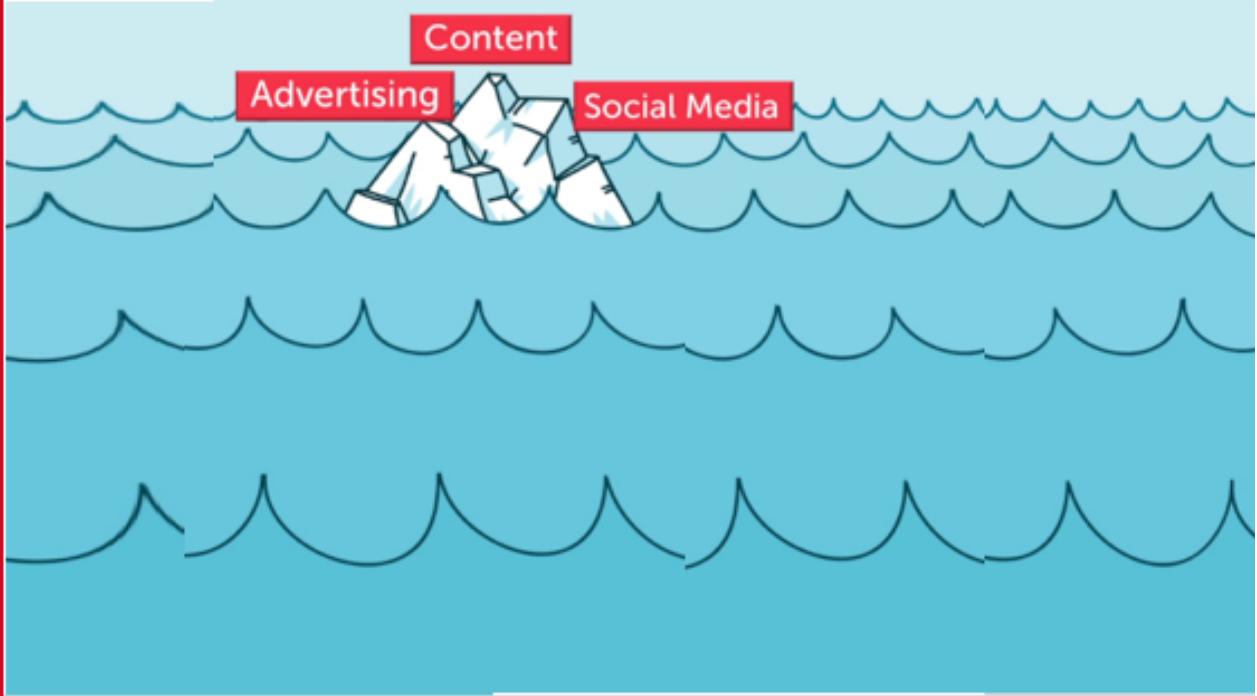


Alan Mulally

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97 to less than 20 models

Advertising Orientation



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Market Orientation inside the



**MARKET
ORIENTATION**



**ADVERTISING
ORIENTATION**



**PRODUCT
ORIENTATION**



**SALES
ORIENTATION**



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Advertising Orientation





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The Five Big Take Homes



- 1** The humility of marketing
- 2** The enemies of market orientation
- 3** The organisational challenge
- 4** The competing orientations
- 5** Let it go....

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Our Digital Library



The image shows a well-lit library aisle with wooden bookshelves packed with books. In the foreground, there are three digital screens displaying various documents and articles. The first screen on the left shows an article from HBR November-December 1998 titled "What the Hell Is 'Market Oriented'?" by Brendon P. Meagor. The middle screen shows an article from Marketing News titled "Fine tuning market-oriented practices" by Brendon Gray. The third screen on the right shows an article from Marketing News titled "Mark Riston: New Bond film Spectre is a triumph of customer focus" by Mark Riston.

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