

# Developing and Implementing Marketing Strategy

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# Who Is John Mowen?

- Graduate of College of William & Mary
- Spent one summer as Pipe Fitter at DuPont Plant.
- U.S. Army Signal Corps, Ranger Qualified, Bronze Star.
- PhD in social psychology at Arizona State Univ.
- Completing my 27<sup>th</sup> year at OSU
- Author of 10 books. Most recent is: *Beyond Leadership: The Beacon and the GREAT ROCK.*
- Author of 90+ academic articles in areas of marketing, consumer behavior, decision-making.
- In spare time, a professional digital artist and water gardener.

# Goals for the Session

- 1. Primary goal is to provide you with practical strategies for improving your business.
- 2. Take you through basic marketing strategy concepts—PERMS.
- 3. Do a brief session on motivating yourself and your customers—the GREAT ROCK.
  - Executing a sound strategy requires motivation.
- 4. Show you the basics of a marketing plan for making geothermal systems a profit center for your business. Builds off of the PERMS and GREAT ROCK concepts.

# PERMS: the Five Key Marketing Strategy Concepts

- Product Positioning and Product Differentiation
- Environmental Analysis
- Market Research
- Marketing-Mix Development
- Segmentation of Customers

# Product Positioning . . .

- A. Is influencing how consumers perceive a brand's characteristics relative to those of competitive offerings
- B. Goal is to influence demand by creating a product with specific characteristics (i.e. brand attributes) and a clear image that differentiate it from competitors.
- C. Through product positioning and the execution of the marketing mix, you create brand equity.
- D. What are you positioning?
  - Your business!
  - Geothermal heating and cooling

- Specific Positioning

- position a brand by creating linkages between the brand and key attributes and benefits. E.g., acceleration of auto, reliability of auto

- Competitive Positioning

- positioning a brand in relation to competitors.
- E.g., Suburban is larger than an Expedition

- Psychological Positioning

- positioning a brand based upon dominant personality characteristic of target market.
- E.g., We build excitement.

# Product Differentiation . . .

. . . is the process of positioning a product in a manner that allows consumers to perceive meaningful differences between a brand and its competitors

# Positioning Geothermal

- Specific Positioning
  - Key benefits offered by Geothermal
    - 1. Less expensive over its lifetime—payback 3 to 5 years.
    - 2. Less maintenance and longer lasting—20+ years.
    - 3. Quiet
    - 4. Better air quality.



## ● Competitive Positioning

- Who are its three most important competitors
  - 1. Electric
  - 2. Natural Gas
  - 3. Propane
- What does it do better than electric?
  - Much cheaper, longer life
- What do you do better than natural gas?
  - Somewhat cheaper, safer, longer life
- What do you do better than propane?
  - Much less expensive, safer, less hassle, longer life.

# Positioning Your Business

- Specific Positioning
  - Three key benefits that your business offers

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

## ● Competitive Positioning

– Who are your three most important competitors

● 1. \_\_\_\_\_

● 2. \_\_\_\_\_

● 3. \_\_\_\_\_

– What do you do better than #1?

\_\_\_\_\_

– What do you do better than #2?

\_\_\_\_\_

– What do you do better than #3?

\_\_\_\_\_

# Product Differentiation

- List three ways that your business is different and better than competitors

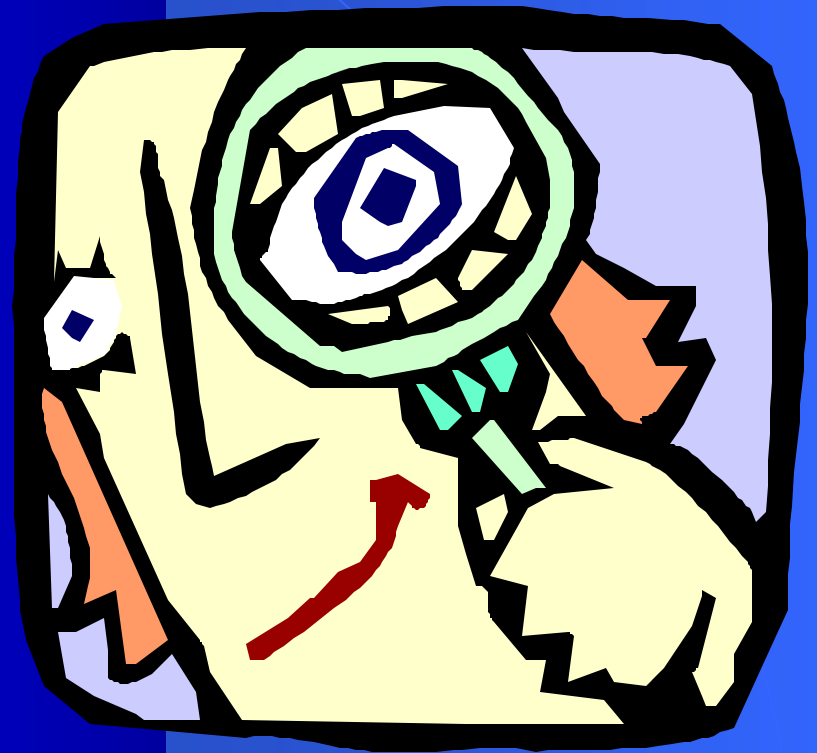
– 1. \_\_\_\_\_

– 2. \_\_\_\_\_

– 3. \_\_\_\_\_

# Environmental Analysis . . .

. . . is the assessment of the external forces and how they are changing that will influence the firm, its products, and its customers, and that create threats and opportunities

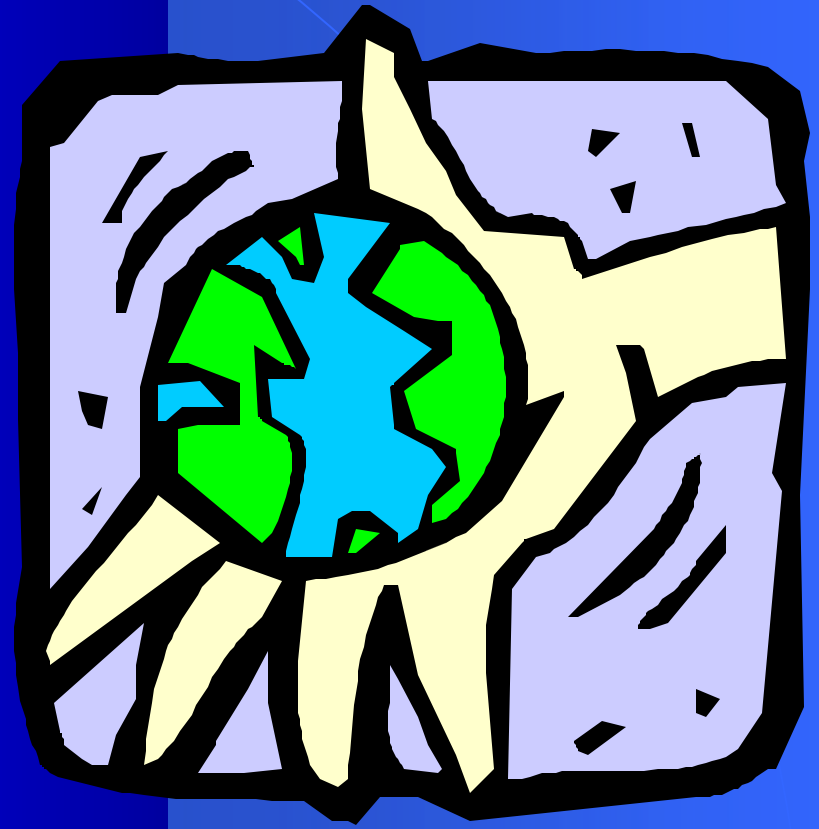


# Components of the External Environment

- Demographic
- Economic
- Natural
- Technological
- Political
- Cultural

# The Natural Environment . . .

. . . includes the types of raw materials available, pollution, consumer fear of contracting deadly diseases, the expansion of desert regions around the globe, and various weather phenomena, such as hurricanes or drought



- What aspects of the natural environment may influence your business and the marketing of geothermal?

- Your business?

- \_\_\_\_\_
    - \_\_\_\_\_
    - \_\_\_\_\_

- Geothermal

- \_\_\_\_\_
    - \_\_\_\_\_
    - \_\_\_\_\_



# The Economic Environment

- Set of factors involving monetary and human resources that influence firms/consumers.
  - What economic factors impact your business and will these help/hurt in the next 1 to 3 years?
    - 1. \_\_\_\_\_
    - 2. \_\_\_\_\_
    - 3. \_\_\_\_\_
  - What economic factors impact your business and will these help/hurt in the next 1 to 3 years?
    - 1. \_\_\_\_\_
    - 2. \_\_\_\_\_
    - 3. \_\_\_\_\_

# The Technological Environment

1. Goal is to anticipate what changes in the technological environment will occur and how these will influence the lifestyle and consumption patterns of consumers.

2. How may the technological environment impact your business?

A. \_\_\_\_\_

B. \_\_\_\_\_

3. How may the tech environment impact geothermal.

A. \_\_\_\_\_

B. \_\_\_\_\_

# MARKET RESEARCH

1. Definition. It is applied consumer research designed to provide managers with information on factors that impact consumers' acquisition, consumption, and disposition of goods, services, and ideas.
2. What kinds of market research can you do?
  - a. Maintain lists of current and potential customers
  - b. Track competitor's actions
  - c. Track changes in products
  - d. Track satisfaction levels with your products/services

# Marketing-Mix Development . . .

. . . involves the development and coordination of activities involving the:

- Product
- Pricing
- Promotion
- Distribution

## ● Product strategy

- What is the product/service mix that your business offers to customers?
- How much is each product/service contributing to your profitability?
- Are some products/services synergistic with others?
- Are there new products that should be added to the mix?

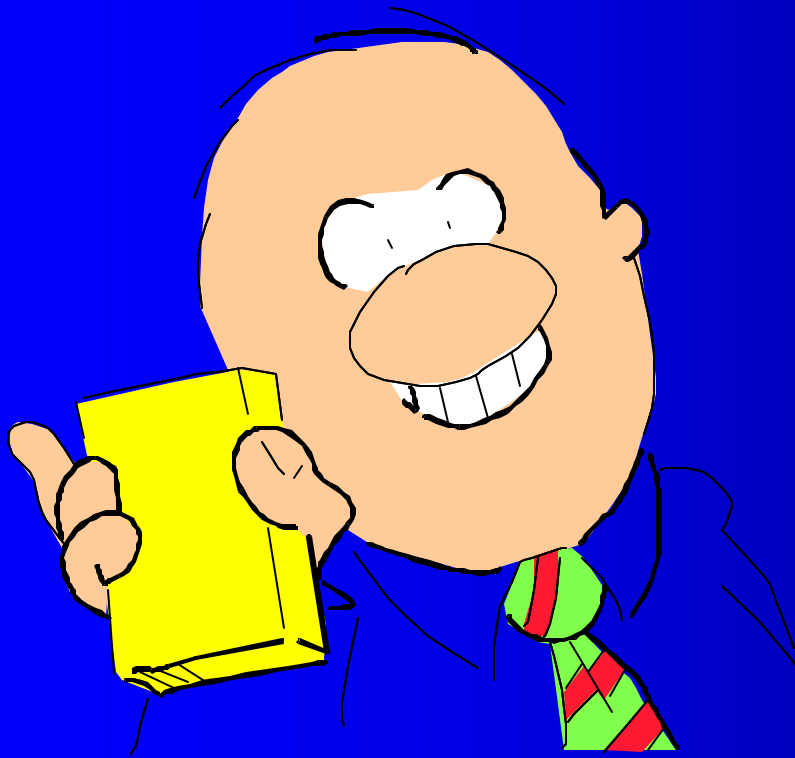
P1. \_\_\_\_\_

P2. \_\_\_\_\_

P3. \_\_\_\_\_

P4. \_\_\_\_\_

# Promotional Strategy



- Advertising
- Personal Selling
- Sales Promotion
- Public Relations

- Advertisinging

- What do you say?
- Where do you advertise?

- What do you say?

- Built around your positioning strategy
- Built around the characteristics of the receiver.

- Where do you advertise?

- Newspaper.
  - use for immediate responses. Often tied to sales promotions.
  - Use for public relations. Develop press releases that tell stories about your business and/or its products.

## ● Where to advertise continued.

- Direct Mail.
- Cable television.
  - Use to create brand image (emerges from positioning strategy)
  - Use to describe products.
- Yellow pages.
  - Goal is to briefly describe the products/services that you offer.
- Radio.
  - Often used to create brand image.
  - Can be tied to specific promotions.
  - Can be tied to an event with on-site broadcast.
- Web.
  - Becoming a must for most firms.
  - Ask what your goal is and who your target market is.
  - Particularly important if you are trying to achieve a national presence.
- Other? E.g., local magazines, home and garden shows...



- Create a one sentence message that vividly describes your business and which positions and differentiates it.

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- This sentence can become the basis for your promotional efforts.
- Example: Heavily influenced by Georgia O’Keeffe, John Mowen employs digital processes and archival materials to create brilliantly colored images that evoke mystery and passion.

An abstract painting featuring four vibrant, wavy bands of color—red, blue, yellow, and magenta—flowing from the edges towards a central point where they converge. The background is a dark, textured blue. The overall effect is dynamic and emotional, reflecting the theme of passions.

# *Passions*

The dark rivers of  
Fear, anger, pride, and greed sweep  
Away sweet reason.

© Cowen  
12/5/00

*Cowen*

- Personal selling. Direct communications with potential clients through face-to-face or telephone contacts.

- This is the most effective promotional technique
- Who are your targets for personal selling?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

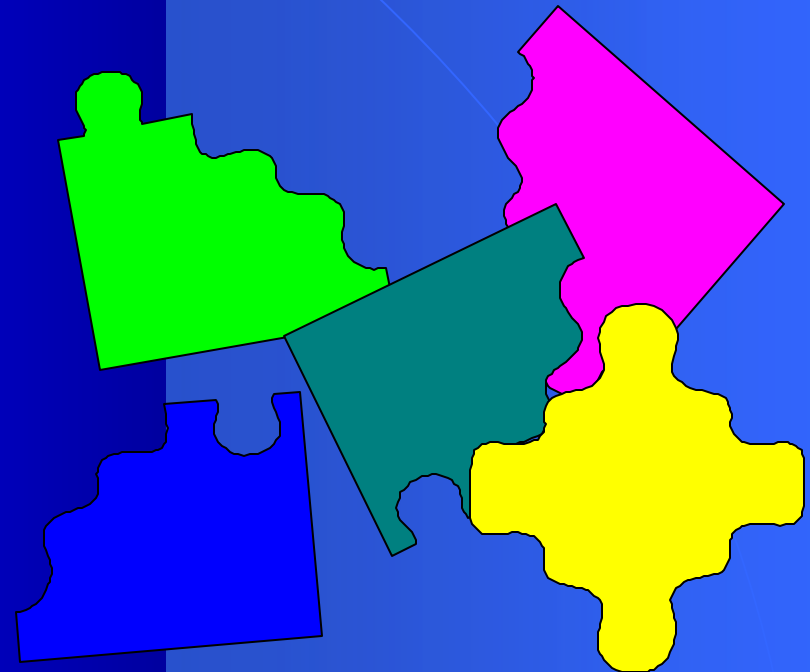
1. Develop the habit of making 3 cold calls a week.
2. List the first 5 people that you will cold call.

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

- Sales promotion.
  - Link with pricing and with manufacturers of geothermal products to do sales, contests, coupons, etc.
- Publicity.
  - Write press releases and submit to newspapers. You may want to use interns for this. The key is to create stories that have interest to readers. Best part—it is FREE!

# Market Segmentation . . .

. . . involves  
subdividing the market  
place into distinct  
subsets of customers  
having similar needs  
and wants, each of  
which can be reached  
with a different  
marketing mix



# Four Classifications of Segmentation Variables:

- Characteristics of the Person
- Nature of the Situation in Which the Product or Service May Be Purchased
- Geography
- Culture and Subculture Adopted by the Consumer

- Who are your target markets?
  - General public. Characteristics of buyers of geothermal systems?
    - \_\_\_\_\_
    - \_\_\_\_\_
    - \_\_\_\_\_
    - \_\_\_\_\_
  - Home Builders
  - Architects
  - General contractors
  - Other? \_\_\_\_\_

# Motivating and Leading Yourself and Others

- Based upon *BEYOND LEADERSHIP: THE BEACON AND THE GREAT ROCK*
  - By John Mowen
  - Xlibris Press—2004





# *Beyond Leadership:*

*The Beacon and the GREAT ROCK*

*by*

*John Mowen*

# Goals: Make Them Noble

- Every guru recommends setting goals
  - Anthony Robbins—Goals are the foundation for all success is life.
  - Daniel Goleman—Today, as leaders are called upon to build their companies by creating the future rather than investing in the past, vision matters more than ever.
  - Stephen Covey—Start with a clear understanding of your destination. Begin with the end in mind.

# Why Noble Goals?

- The Enron debacle. Avoid BHAGs. From Jim Collins.
- Noble goals are: challenging, realistic, and responsible.
- Noble goals give direction and enhance motivation.
- Noble goals engender personal growth. If we are not learning, adapting, and trying out new behaviors, we stagnate, grow bored, and fall behind. Through learning and growth, we achieve success and happiness.

- **Summary of academic literature. Goals should be:**
  - Relevant to job performance,
  - Clear and specific,
  - Contain a deadline
  - Challenging, but realistic
  - measurable
- **Gurus state that you should:**
  - Write down your goals,
  - place them where you can see them,
  - look at them every day,
  - make them vivid.

- Navigating to your destination

- The stories of Renee and Maryanne.

- The four types of goals

- Destination—visionary end-state aspiration. Measured in many years.
    - Route—the path/paths to reach destination. Measured in a few years.
    - Task—the various projects that must be accomplished to achieve a route goal. Measured over days or weeks. Placed on calendars.
    - Activities—the specific behaviors that must be undertaken to complete tasks. Placed on your daily calendar.

# Resources: Cultivate Them?

- The Earnest Shackleton Story.
- 4 Fundamental resources
  - Material/financial
  - Social
  - Information
  - Body

# Human Resources

- Key principles

- Beacons care about people, respect them, and support them. They help them grow. They talk to them and interact with them, have lunch with them. Builds an emotional bank account. Altruism is an important predictor of successful leaders.
- Use golden rule for guidance.
- Assume the best in people. Trust them. You must give trust to gain trust.
- Must hire winners and support them
  - Jack Welch—“People first, strategy second.”
  - Let leaders hire own staff.
  - The quality of a leader is determined by the quality of her hires.
  - However, it is critical to hire for loyalty—Apollo program.



# Information Resources

- Information resources consist of the knowledge, facts, and data that are possessed by individuals and systems within an organization.
- Information is critical in organizations
  - Provides the knowledge base on which decisions are made.
  - Information is the resources that is exchanged when communications take place.
  - Information feedback is critical for organizational and personal growth.



- Communication with employees and customers is absolutely critical. Lack of communication is one of the most frequently cited leadership failures.
  - Communicate goals
  - Communicate expectations
  - Communicate why each job is critical to organization
  - Withhold information rarely and carefully.

# Material Resources

- You must have a material base in order to perform tasks.
- Provide the right tools. Give people proper equipment and sufficient materials. Have the latest effective technology in place.
- It is okay to make money, but it should not be the primary driver. If you do not like what you are doing, ultimately you will fail.
- Beware the dangers of luxury. Prosperity turns people soft. Hold on to that Spartan within you.
- Control greed

# Body Resources

- Take care of your body and get rest
  - Provides energy
  - Helps you to think clearly
  - You can control your emotions.
  - You look better—physical attractiveness is a source of power.
- Dress and groom yourself that you look like a superior product.
- Take vacations. They give you rest and also provide new experiences that help creativity.

# 4: Emotions: Manage Them

- Managing Emotions Is a Critical Trait of Beacons.
  - Managing emotions is the second most frequently discussed issue of the leadership gurus. However, the focus is on maintaining an optimistic, positive attitude.
  - The Beacon acts as an emotional guide.
    - Employees look to their leader to know how they should react emotionally.
    - When leaders drive emotions positively...they bring out everyone's best.
  - A positive organizational culture can increase business performance by 20 to 30 percent.

- Learn to control your worry.
  - Do not worry about things that you cannot control. Learn to only worry about things that you can control.
  - Realize that in a leadership role, some people will not like what you do. You must learn to accept this. Make sound, reasoned, ethical decisions, and move on. When you are attacked focus on results. Do not be defensive.
  - Extreme worry is a sign of neuroticism. It can exhibit itself in panic disorders—fear of spiders, open spaces, turning your back to a door, etc. This can result from a chemical imbalance and drugs (e.g., Paxil, Zoloft) work.

- Self-control. Self-control can be obtained through
  - Diligent effort and focus,
  - Repetition leading to good habits,
  - Arranging environment to minimize temptations,
  - Maintaining a focus on destination and route goals so that you stick to your game plan,
  - Maintaining a positive attitude,
  - Avoiding peaks and valleys of emotional experience.
  - Finding a space away from noise and distractions where you collect yourself and react appropriately to stress. Example: 3-Mile Island.
  - Say NO to yourself. Do two things every day that you do not want to do. Say NO to doing one thing each day that you would like to do, but should not. You are learning control and self-dignity.

- The power of positive affect

- When people are in a good mood, they
  - Are positively activated,
  - They are more creative,
  - They can form more complex judgments,
- Cheerfulness and warmth diffuse rapidly through groups
- Negative emotions can hijack the work effort—chronic anger, anxiety, futility.
- Beacons have the ability to use humor to increase mood and decrease tension. In a high level interview, leaders used humor 3 times more frequently than others.

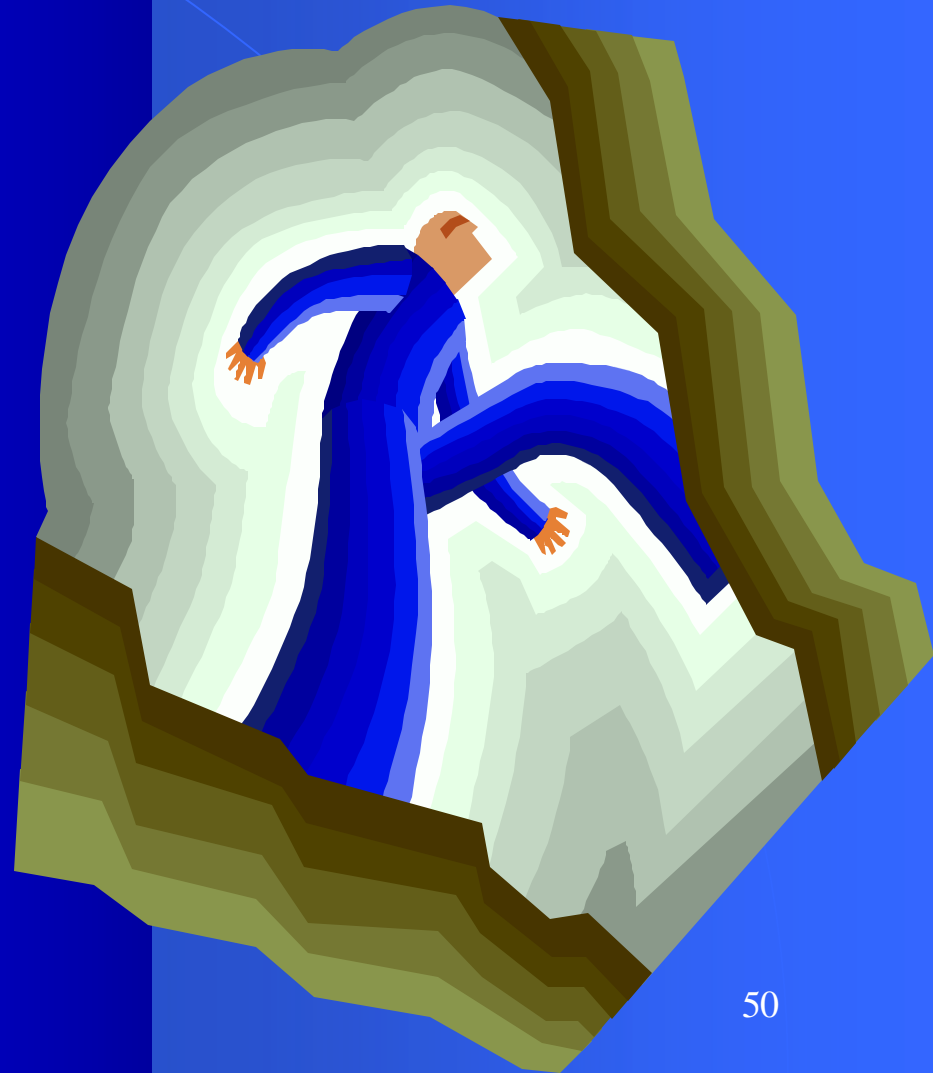
- Techniques for creating optimism—you can choose your attitude
  - Watch language. Use phrases like: I choose to do this, I am responsible, I am up to the challenge.
  - Think of your attitude as a skill rather than an emotion. Force yourself to think positively, and use positive words, and your feelings will follow. Psychologists call this self-attribution—I am acting this way, so I must be this way.
  - Find ways to have fun. Southwest Airlines is a classic example. Hire for attitude, train for skills. Fun and hard work go together. Why did slaves sing?
  - Show personal dynamism—show energy, vitality, confidence, enthusiasm, use animated facial expressions, talk with optimism, use a firm handshake, use positive non-verbal gestures (e.g., affirmative hand gestures).
  - Treat problems as opportunities.



# Exercise

- Identify 3 of your emotional hot buttons
  - 1.
  - 2.
  - 3.
- Identify 3 employee emotional hot buttons
  - 1.
  - 2.
  - 3.
- Identify 3 customer emotional hot buttons
  - 1.
  - 2.
  - 3.

- **Action:**  
Take It  
Decidedly



•Overview: The gurus overwhelmingly argue that the most frequent error is not to act when you should. Examples:

–“It is better to ask forgiveness than to ask permission”—Herman Cain, “Leadership is Common Sense.”

–“You spend twenty or thirty years thinking of what you could do, and suddenly one day you’re thinking what you should have done.” David Bertrand.

–“If you are right all the time, you are not taking enough risks. Results required willingness to act, even if you are unsure of what lies ahead.” Vince Lombardi.

–“Implement now—perfect later.” Blair—Goal Setting 101. Thomas Edison did this. He would promise an invention and then work megahours creating it.

–“Be Proactive”—Stephen Covey.

- Gurus argue that you must lead from the Front.
  - The Actions of Beacons are emulated by their colleagues. Beacons are role models,
  - If Beacons do not act, nothing happens, and if it does, it will be bad. A group without a leader is a ship without a rudder.
  - Beacons do not hide in their offices or stay behind the front lines. They are in the trenches. Take a lesson from George Patton. When his reconnaissance team could not find a place to ford a river, he went out and found it himself.
  - By leading from the front, you learn first hand what your organization is facing.
  - Walk the talk. If words and actions conflict, your colleagues will believe your actions.
  - “You can rang and rave and threaten, but the most effective way to get results is to show someone what you want.” Pacetta
  - “Never ask people to do more than you would do.” Don Shula

- However--

- To lead from the front requires outstanding decision-making.
- To act proactively requires outstanding decision-making.

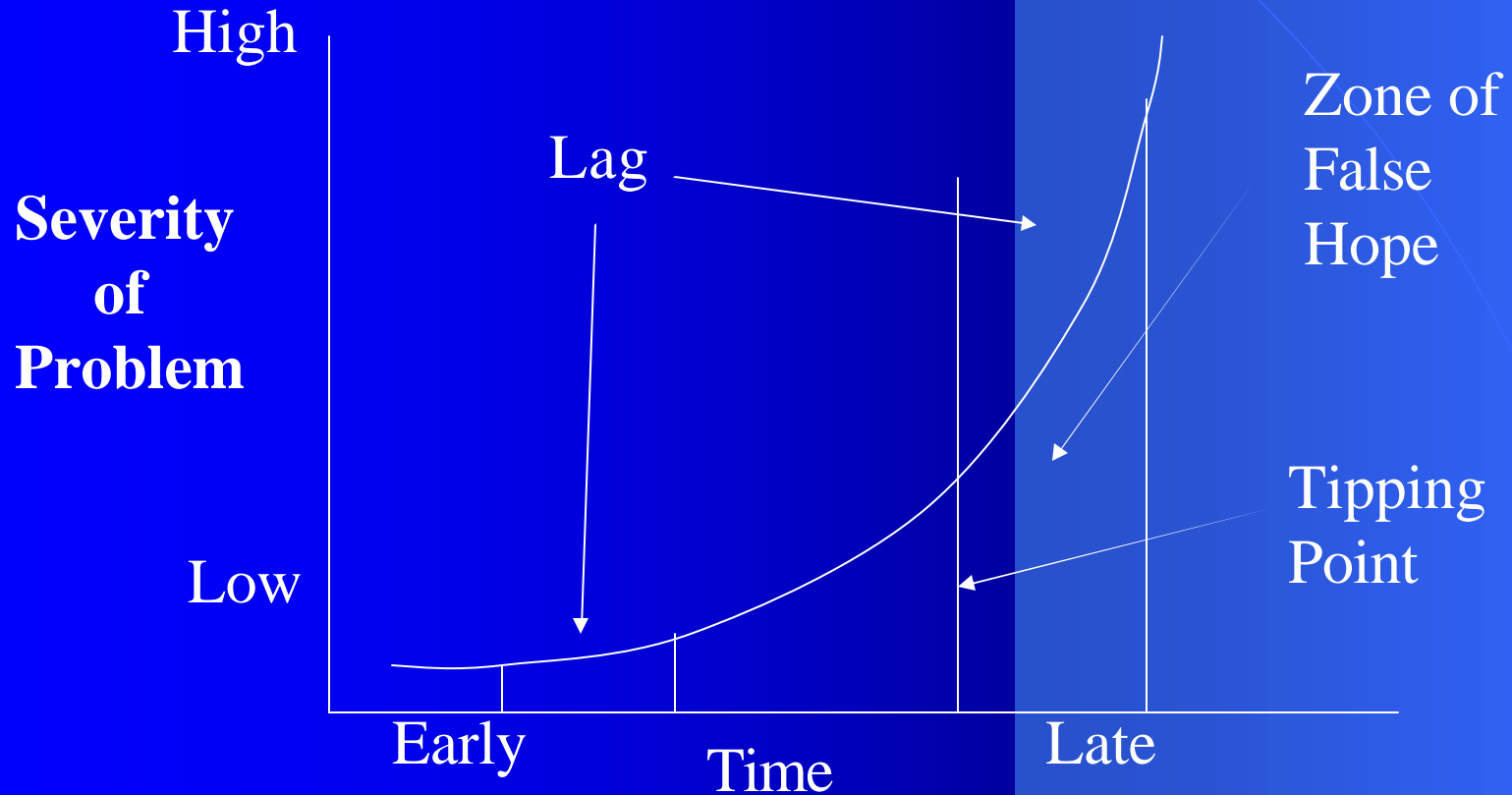
- Yet—

- Current books on leadership and motivation fail to provide directions on how to make high quality decisions that stand the test of time.

## ● 3 Key Decision-making concepts

- 1. Catch problems early—the power curve.
- 2. Know how to make a rational decision.  
Evaluate risks and do cost/benefit analysis
- 3. Know how to make an intuitive decision.

# Power Curve



## ● Rational decision-making

- Identify the problem
- Search for causes
- Identify your options
- Identify the risks of each option
- Weigh costs/benefits of each option
- Make a choice
- Implement with everything you have
- Always have a back-up plan.



# Dimensions of Risk: SMILES

- Social—how will others view me?
- Monetary risk—financial outcomes.
- Information risk—how much will I learn? Is there key information that I do not have? Will I give away info to competitors?
- Life/health risk—will I harm the health of myself or others?
- Experience risk—will I enjoy or hate experience?
- Sink-the-boat risk—does a false action create the potential for catastrophic, irretrievable loss?

# Apply Intuition

- Intuition

- Herbert Simon's view
- Intuition is what your body tells you when you are in a calm state of mind.
- Primed recognition and mental simulations—Gary Klein
- Experience and intuition

# Tasks: Do Them Well

- Beacons are responsible for ensuring high task performance whether for self or others.
  - Great execution can overcome poor plans.
  - Bad execution can doom the best plans.
  - Ideas are easy; action is harder; task execution is hardest.
  - Activity does not equal accomplishment.
- The importance of work.
  - Enhances pride and self-esteem.
  - Solzenetsen story.
- Task performance must be evaluated from the customer's perspective.
  - Does the outcome exceed expectations?

- The dimensions of quality: PIRATE
  - Actual Performance. Is the task done well?
  - Information: Does the consumer have all the facts?
  - Reliability: Is the performance consistent across time?
  - Atmosphere: Are the tangibles of the store in good shape.
  - Timing: Is the service done on time?
  - Empathy: Do employees show friendliness, empathy, and a good attitude toward customers.

- **Learn how to correct mistakes**

- Make sure that person knows that a mistake was made.
- Show the person how to do it right,
- Tell them before you tell anyone else and in private.
- Separate the sin from the sinner. Talk about the problem, not the person.
- Ask about the mistake and listen. Determine the root cause.
- Don't compare to other people.
- Do not make the person say, "I'm sorry."
- Don't make an example of the person.
- Don't try to make the person pay for the mistake through verbal punishment.
- Follow-up.
- Treat mistakes as a learning opportunity.

- **Learn how to give positive feedback.**

- Praise good work; give praise immediately after good performance; praise the work and tell why;

- Seek flow in the work place

- When flow occurs:

- Time stands still
    - A feeling of control is experienced.
    - You stop worrying about the evaluations of others.
    - Performance takes on an automaticity.
    - The experience is pleasurable.
    - There is a total focus on the task.

- Achieve flow by matching the person to the task.

- Abilities of person match the task's difficulty.
    - As a result, the person is challenged, but not over-his-head.

# Chapter 6

## Responsibility: Take and Give It

- A Beacon both takes and gives responsibility.
  - Taking responsibility means being accountable to yourself and others for your own outcomes, as well as those of your organization.
  - Giving responsibility means providing your teammates the resources, the authority, and the control necessary to complete tasks for which they are accountable. The beacon, however, is still responsible for the outcomes.
- Taking full responsibility is at the heart of integrity. Beacons are under a magnifying glass. As a result, the rewards can be great, but the consequences of integrity lapses are even greater.

- **Taking Responsibility Means:**
  - **Maintaining the highest ethical standards.**
    - **Ethics Heuristics**
      - The golden rule,
      - The TV test,
      - The Mom's test,
      - The Professional Ethic,
      - Kant's categorical imperative.



## ● Ethics Absolutes

- Do not lie. Always identify “the truth,” no matter how much it hurts. But distinguish “white lies” from cardinal lies.
- Do what you say you will do.
- Do not cover up—Martha Stewart?
- The captain goes down with the ship. As a beacon, the organization comes first.

# Taking Responsibility means:

You enforce the rules

- This means that you are responsible for discipline.
- This means that you will make some people unhappy.

Colin Powell: “Being responsible sometimes means pissing people off.” “Getting everyone to like you is a sign of mediocrity: you’ll avoid the tough decisions, you’ll avoid confronting the people when they need to be confronted, and you’ll avoid offering differential rewards based on differential performance because some people might get upset.

Ironically...by trying not to get anyone mad, and by treating everyone equally “nice” regardless of their contributions, you’ll simply ensure that the only people you’ll wind up angering are the most creative and productive people in the organization.”

## ● Why Give Responsibility?

- Beacons cannot do it all. They succeed at tasks because they effectively include team members.
- It motivates the team members. If they have no responsibility, they will not perform.
- It provides learning and growth opportunities.
- In sum, it improves the effectiveness of the organization.

- When you give responsibility,
  - You let your teammates do their jobs.
  - You hold teammates accountable for outcomes. You also ensure that team outcomes impact everyone.
  - You give authority.
  - You give privacy and your trust.
  - You provide resources. But, a true beacon will find his or her own resources by using creativity and ingenuity.
  - You must learn to be a teacher.
  - You must have competent, trustworthy, motivated teammates, who are also students.
  - You must expect an occasional failure.

## ● Additional Concepts

- Seek to create fair deals. If you hurt your stakeholders by driving harsh bargains, you ultimately hurt yourself.
- Ethics and responsibility is much easier for talented people because they less frequently face ethical dilemmas.
- Handle corruption immediately. “But the challenge is not to suppress self-interests and low motives, but to harness, channel, and direct them.” Badaracco.
- Influence others ethically. Avoid implicit bribes, threats, etc. Use ingratiation sparingly and only with honesty.
- **The Fundamental Responsibility Error. Failing to admit and correct a mistake at the earliest possible time.**

# Originality: Be Inventive to Succeed

- What is originality?
  - Developing the first conceptualization, from which copies are made by others.
  - When combined with action, one has creativity, which occurs when originality is brought to life and made to happen.
  - Originality involves the ability to “think outside the box”—a hackneyed, but accurate, metaphor.

## ● **Why Originality Is Important**

- Critical to problem solving.
  - Tony Sharp—Valdoro Mountain Lodge—“Creativity comes into play in every decision. As a leader, you must be able to step into a situation and come up with a better, more inventive solution. You must be smart enough to add to a situation. You must be able to think beyond the staff to solve a problem.”
- First mover advantage. The first to the market has a market advantage for many years. This applies at multiple levels: market, corporate, team.
- Brings a freshness and novelty that creates positive emotions. Gypsi Rose Lee: “You gotta have a gimmick.”

– Originality is a component of all managerial positions.

- Pacetta (Don't Fire Them, Fire Them Up). “For a leader, every day is a new day. What worked to motivate and to energize your team yesterday may not work today. The challenge is to constantly come up with something new. It's probably the most demanding part of the job. The danger is not so much that leader “hits the wall,” as much as that he is “drawing a blank.”

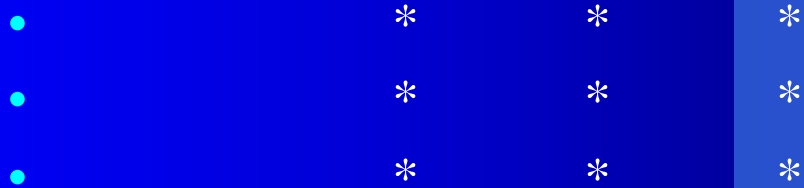


## ● Situations where creativity is required

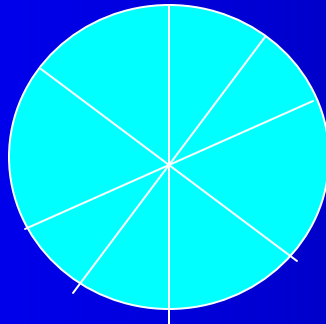
- Motivating teammates. Different people requires different tactics.
  - Praise, tough criticism, appeals to pride, money, glory, etc.
- Incremental performance improvement. You must continually change, or you vegetate and are overtaken by the competition. Collin Powell: “The most important question in performance evaluation becomes not, how well did you perform you job since the last time we met? But, how much did you change it.”

- Exercises that illustrate thinking outside the box.

- The 9-dot exercise. Use 4 lines to connect the dots without lifting your pencil.



- The cake exercise. What is the maximum number of pieces of cake can you get if you cut the cake four times?



## ● Habits that Increase Creativity

- Take the time each day to write down your thoughts and ideas.
- Avoid overwork.
- Use chance effectively. Look for random events and stochastic shocks that provide opportunities and threats. E.g., Viagra—looking for a drug to help breathing by opening blood vessels.
- Create a positive atmosphere in which people can laugh, relax, and feel good. A positive affective state enhances creativity by widening perspective and allowing divergent thoughts.

## ● Habits cont.

- Encourage a constant flow of ideas.
- Question current approaches. Examine assumptions. Ask why!!!!
- When approaching a creative task, first write down 10 solutions, and then write down 10 more.
- Be persistent. Stay with the creative problem.
- Be willing to take a risk, to fail, and to accept ridicule.

- Use Creativity heuristics-

- Identify the inverse—look for the opposite, e.g., eraser
- Add or combine features—Money market fund.
- Change the scale—WalMart—go into small towns.
- Control the variance—cruise control.

- Heuristics cont.

- Use metaphors—a leader is an orchestra conductor.
- Use the principle of multi-frame superiority.  
Systematically view a problem from multiple perspectives.
  - Professional perspectives—e.g., marketing, finance, etc.
  - Competitor's perspective,
  - Customer's perspective.
- Look to other fields or disciplines for ideas/approaches.  
Apple Computer hired John Sculley—a marketer from Pepsi.

# **Compete: But Use Teamwork to Win**

- Competition: almost totally neglected by gurus. Their focus is on teamwork.
- We live in a competitive world.
  - Economic system, judicial system, political system, democracy is inherently competitive.
- In sum, competitiveness is an important attribute of Beacons.

- What Are the Positive Characteristics of Competitors?
  - Intrinsically motivated. Play for the love of the game. Play by the rules. Seek to win fairly. Winning measures performance. Create contests against themselves, as well as others.
  - Give great effort, and are tenacious. They do not quit,
  - Seek new challenges, enjoy obstacles, and problems. Use comfort zone to rest, not live. Enjoy the pressure from placing themselves on the line,
  - Are resilient, and not crumbled by defeat or personal attacks, They learn from defeat, which is where great learning occurs, Recognize that success is temporary and failure isn't final.
  - Cultivates resources in order to perform at a high level,
  - Respects the competition. Not arrogant. View opponents as catalysts that bring out talents, determination, and energy.
  - Use teamwork to win. Subordinate personal style and goals.



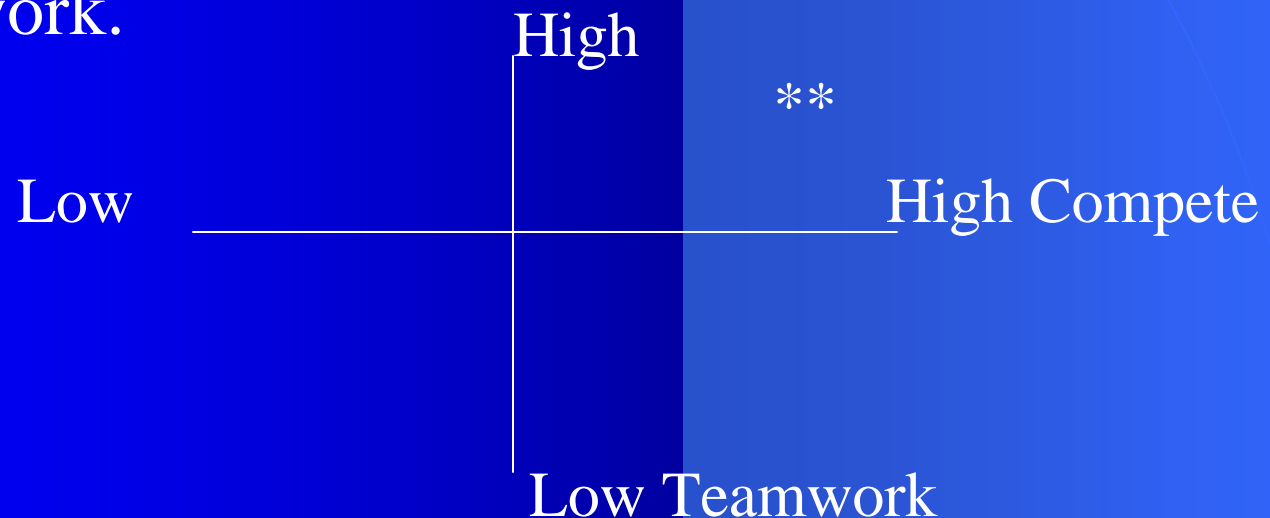
- What are the negative characteristics of competitors—neurotic competitors?
  - Can turn everything into a competition/contest,
  - View competitions as war,
  - Can be highly disagreeable (at the extreme psychotic),
  - Can avoid trying new things because of the fear of losing.
  - May be prone to unethical behavior.

## ● What Is Competition Not?

- Competition is not a war.
  - In a war, you fight to the death. Marcinko: “Thou shalt, in thy warrior’s mind and soul, always remember my ultimate and final commandment: There are no rules—thou shalt win at all costs.”
  - In a competition, both parties survive.
- Competition is not a party.
  - Competition is serious,
  - Major financial gains or losses can occur as a result of competitions.
  - Individuals and groups can receive great acclaim or ignominy as a result of competitions.
- Competition is closest to a serious game.

- Competitiveness and Teamwork are complementary.

- Teamwork is required, if the organization is to win.
- Competition is focused outwardly on the opponent, not inwardly on teammates.
- The goal is to seek high competitiveness and high teamwork.



## ● How to Enhance Teamwork

- Ensure that victory and defeat are felt by all members of the team,
- Always use plural nouns when describing the group. There is no “I” in team. There is no “U” in team.
- Select people in part based upon their ability to function as part of a team.
- Create group, as well as individual, goals.
- Avoid creating competitions within the group in which there is one winner and lots of losers.
- Use the relay syndrome, which is the finding that athlete’s fastest times occur in relay races.
- Blend strengths so as to overcome weaknesses—Leonard Scott’s Vietnam observations.
- Create gatherings in which the team can be together.

# Know Thyself and Others

- Knowledge of Self and Others
  - Is an extension of information resources,
  - Is based upon developing an understanding of the strengths and weaknesses of yourself, your teammates, and your competitors.
- Why Important?
  - 1. Self and other knowledge critical to success,
  - 2. Gives you the ability to engage in self-management,
  - 3. Provides a realism that is not overly self-critical,
  - 4. Allows you to build on your strengths and use resources to counteract your weaknesses.

## ● Motivation Exercise

- Identify 2 things that you can do to enhance your ability to lead and motivate yourself.
  - 1. \_\_\_\_\_
  - 2. \_\_\_\_\_
- Identify 2 things that you can do to improve your ability to lead and motivate your employees.
  - 1. \_\_\_\_\_
  - 2. \_\_\_\_\_
- Identify 2 things that you will do to improve your ability to lead and motivate your customers.
  - 1. \_\_\_\_\_
  - 2. \_\_\_\_\_

# Final Exercise

## Develop Outline of a Marketing Plan for Geothermal Systems

- Step 1. Identify the strengths and weaknesses of your organization

- List 3 strengths

- \_\_\_\_\_
    - \_\_\_\_\_
    - \_\_\_\_\_

- List 2 weaknesses

- \_\_\_\_\_
    - \_\_\_\_\_

- Step 2. Identify the **Destination Goal** for your business.

– \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Step 3. What are the **Route Goals** for achieving your destination goal?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. Make the installation of geothermal systems a profit center for my business.



- What are Task Goals for making geothermal a profit center?

- 1. Build the knowledge capabilities for installing geothermal systems.
- 2. Obtain the materials necessary for installing the system.
- 3. Promote your capability for installing the system.
- Other task goals

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- Develop Activity Goals for each task goal

- Task 1. Develop knowledge base

- A. Become member of IGSPA
    - B. Read and develop understanding of Installation guide.
    - C. Go through a training program.
    - D. Train your installers.
    - D. Other?

- \_\_\_\_\_
      - \_\_\_\_\_
      - \_\_\_\_\_

- Task 2: Obtain materials/equipment, etc. necessary to install geothermal systems.

- Activity 1. \_\_\_\_\_

- Activity 2. \_\_\_\_\_

- Activity 3. \_\_\_\_\_

- Activity 4. \_\_\_\_\_

## ● Task 3: Promote Geothermal System

### – Activity 1. Advertising activities

- Develop message
- Work with newspaper
- Develop brochures

### – Activity 2. Personal selling activities

- Develop contact list
- Develop brochures

### – Activity 3. Public relations activities.

- Create press releases
- Hold demonstration events and invite the press, etc.

### – Other Activities.

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# Summary

- Whenever you have a marketing problem, think PERMS.
- Whenever you have a motivational or leadership problem, think GREAT ROCK.
- Two final thoughts to leave with you.
  - Without marketing, no one will know who you are.
  - Without high personal motivation, no one will care.
- Questions????