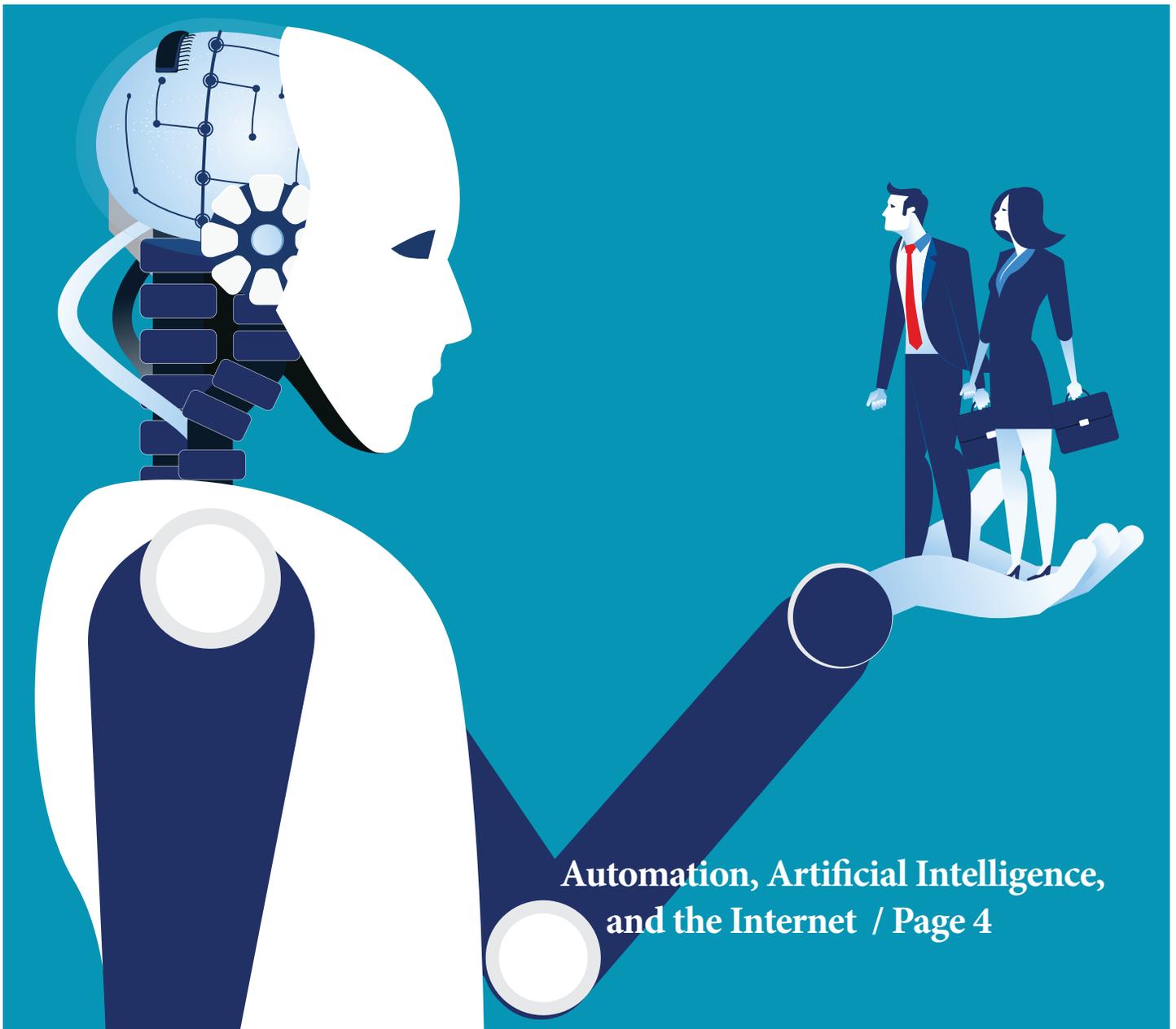


# *The* Marketing Blogger's Notebook

A Collection of Marketing Blogs published by F H Cooper LLC  
Creating Marketing Excellence since 1980



**Automation, Artificial Intelligence,  
and the Internet / Page 4**



Dear Clients, Prospects, and Friends-

We have assembled a collection of marketing blogs that have appeared bi-monthly on our website ([www.cooperllc.net](http://www.cooperllc.net)) that we feel can help you create new pathways to profitable and sustainable business. You may know some of them and some may be a different interpretation than you are used to. In any event, this collection can serve as a reference guide to help you maximize your sales and marketing efforts.

Since 1980, F H COOPER LLC, an international marketing organization, has built relationships with Fortune companies, mid-sized companies, not-for-profit organizations and government agencies. Our principals and many of our staff have technical degrees and real-world marketing and management experience with major companies.

Working seamlessly with your marketing professionals, we focus on developing actionable, market-driven strategies that help you explore and pursue sustainable and profitable growth.

*Together we can make a difference.* <sup>TM</sup>

Franklin Cooper  
Chief Executive Officer

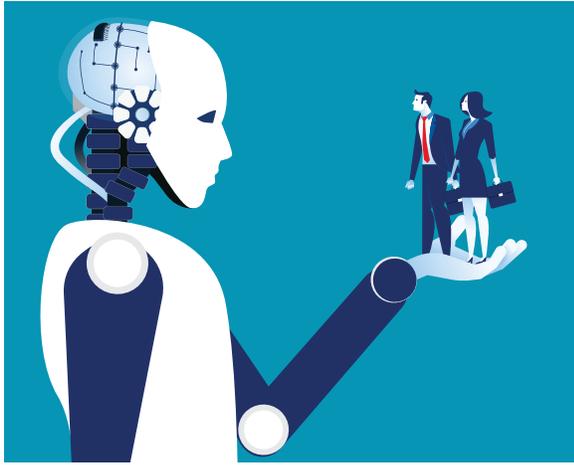


Chicago, Illinois

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# Automation, Artificial Intelligence and the Internet



## Background

There is no question that these new technologies have enhanced our society and resulted in many positive trends. However, each appears to be driving changes at a rapid rate, more than we can keep up with. Automation is replacing people in numerous types of jobs from assembly line production to delivering fast food at pick up windows. One very large company is using robots to deliver its products within pre-determined areas. This begs the question that people who may have been replaced by this technology, need to be retrained to fill other positions that are now going begging. Yes, there are plenty of help wanted jobs available today but most call for a high degree of specialized skills. This situation needs to be addressed quickly by all levels of government, industry and educational institutions.

## Automation

Automation is very prevalent in the automotive industry comprising the majority of assembly lines. There is a place for this technology, ideally in jobs with repetitive movements. It allows the same job to be done over and over without any deviation. It also prevents human challenges that are often caused by this repetitive motion. It does have a place in manufacturing i.e., numerical control machining. Once the product has been tooled by an operator, the computer then can repeat the same motions to within tightly held specifications and in much less time. Both these results are positive benefits.

## Artificial Intelligence

Artificial Intelligence (AI), which has been in development for decades, is now being applied. It is the technology behind the driverless cars. Imagine the toll this will take on chauffeurs, taxi drivers, and other private vehicles for hire. This technology is found in drones that can be used for commercial and military purposes. AI is used in multi-purpose robots. The application is endless.

A paper on Artificial Intelligence (AI) by the Internet Society (4/26.17) stated, "The ability of machines to exhibit cognitive skills to process natural

language, to learn, to plan and to perceive, makes it possible for new tasks to be performed by intelligent systems, sometimes with more success than humans. AI-driven automation in existing industries, alongside using AI technologies in new emerging areas, artificial intelligence could vastly boost productivity and economic growth.”

### The Internet

The Internet’s phenomenal success as a shopping tool is impacting Department Stores, Grocery Stores, and even Clothing Stores. The advent of higher store rents, coupled with fewer shoppers is a plan for disaster. Will all of it change? Undoubtedly. How we shop, how we travel, how we manufacture all will change drastically. It’s the pain between these challenges happening and the challenges being solved that we wish we could avoid.

### The Discussion

An article in *The Economist* (6/26/16), noted, “Yet in the past technology has always ended up creating more jobs than it destroys. That is because of the way automation works in practice, explains David Autor, an economist at the Massachusetts Institute of Technology. Automating a particular task, so that it can be done more quickly or cheaply, increases the demand for human workers to do the other tasks around it that have not been automated.” It goes on, “So who is right: the

pessimists (many of them techie types), who say this time is different and machines really will take all the jobs, or the optimists (mostly economists and historians) who insist that in the end technology always creates more jobs than it destroys? The truth probably lies somewhere in between.”

### The Impact

The effect we are concerned with is the impact of these changes on sales and marketing. We have previously stated that by understanding the client’s anxieties and challenges, marketing providers will be better equipped to suggest and help develop meaningful, effective sales and marketing strategies. It appears that the advent of the new technologies will serve to heighten and increase those client anxieties and challenges. This puts more of a burden on the market provider who, in working with a new client, now must understand the impact of these new technologies on that client and suggest new strategies to deal with them. Is this realistic? Of course. Will it require more work on everyone’s behalf? Of course. Will it pay off in the long run? Certainly!

# The Distribution Mix



## Getting Your Product to Market

Let's assume that you've got a product and it's a good one, and you must decide the best way to get it to market. If you have an existing sales force in place, one question that arises is whether to give your present sales force a new product with which they may not be familiar. If they do not feel comfortable in the field, and if it takes away from their normal "bread and butter" sales, they will choose to ignore the product by not showing or selling it. Another important factor that can impact your distribution is whether your organization is a product or market-oriented company.

## Means of Distribution

Some familiar means of distribution include:

**Direct Sales Force** – This method is used when the company has the financial, manufacturing and support services,

offers varied, broad product lines, and has an established market share. Often, the competition uses the same method of distribution. Since a company's direct sales force devotes most of their time to selling one product, one product line for one market, the closer customer contacts enable them to be sensitive to customer attitudes and loyalty. The disadvantages are fixed costs such as salaries, offices, training, paperwork, and possibly inventory storage. It is also timeconsuming to recruit, train and supervise a direct sales force.

## Manufacturer's Representatives

**(Middlemen)** – These people do not take title to goods; they have the manufacturer ship and bill directly. They usually sell a narrow range of products (often related to lines they already carry), work under a contractual agreement, and often must meet a specific quota in order to maintain the right to represent that company. They are paid on fixed commission or fee, and have limited authority over pricing and terms of sale. These are best utilized by smaller companies, smaller divisions of larger companies with a limited product line, where the existing sales force is overloaded with existing business or where the company is not well known.

## Pros and Cons

Other types of middlemen include brokers, commission merchants, resident buyers and sales agents, each of whom operate slightly different from one another. The disadvantage of using manufacturer's agents are a lessening control over the sales operation by the company and the absence of scarcity of written reports. This leaves a void in customer communications and information that could be helpful to the organization if known. Many manufacturer's representatives insist that all customer dealings go through them to protect their accounts.

Distributors/Wholesalers are usually independent firms offering sales and other services and are structured vertically (carrying one product for one industry) or horizontally (carrying products used in many industries). They are a ready-made sales force, providing quick, national entry into a market with their experience and knowledge of local market conditions.

The disadvantages are again obvious—diminished control over sales activities by the manufacturer, and the offering of special “perks” (e.g. discounts, incentives, etc.) to keep them interested. There is also little control over market feedback, local promotion and inquiry handling. In addition to the distribution channels previously discussed, there are other specialized channels available that meet

specialized channels available that meet specific marketing and company objectives. They include retailer cooperatives, franchise operations, private labeling, door-to-door, “club” plans, telemarketing and automatic vending.

## Checklist for Selecting a Distribution Channel

- Match capabilities and resources of each channel with your company and your marketing objectives
- Target your markets and identify market segments you want to reach
- Determine your market and sales potential
- Solicit opinions of market and channels from executives within your company and from your customers
- Evaluate distribution channels used by competitors and why they were chosen
- Calculate the estimated cost per unit of each type of distribution method
- Analyze distribution channel mixes
- Determine the importance of each market to your operation



skilled personnel who understand the requirements of the news media and who recognize the opportunities for interesting features, releases or special events. Although the use of public relations to meet crises or “fight fires” is commonplace, a comprehensive program is possible through realistic planning. Public Relations can be the thread that ties together publication advertising, direct mail, and other programs to support a well-rounded communications campaign on a continuing basis. Put another way, after the bulk of your advertising budget has been spent on ads, direct mail, brochures and other collateral material, public relations can provide the additional exposure and penetration that can extend and effectively support your annual program. Reaching the audience is only part of a successful program; influencing them is another part, stimulating them can be the most successful part of the entire program. It should be noted that public relations programs can easily avail themselves of digital technology that can often increase their effectiveness. The methods used to create public relations programs have not changed a lot, the methods for disseminating this information has changed dramatically.

### Follow-through

An important factor in any program is follow-through. The PR practitioner must establish a rapport with editors and publishers and maintain close touch with them; be sure that all information

about a given assignment, including pros and cons that can influence public opinion, has been carefully weighted and categorized; be sure that the proper clearances have been obtained from both the client and from any persons, companies, or agencies that have been mentioned in the publicity; and be able to suggest to the client ways in which the publicity can be effectively merchandised to obtain additional favorable exposure. From a modest, simple public relations program to a complex, multi-faceted program, public relations can provide that additional boost to your present marketing, communications and sales programs. Public Relations is an important tool in the value creation process especially in a rapidly changing business environment.

### Epilogue

Communication is vital to an organization’s well-being, whether it is word of mouth, formal public relations or just plain old publicity, or any other forms that keep an idea before a designated audience. Communication insures that a strategy or an idea is embraced by ALL members of the enterprise company. This helps everyone understand what the company is trying to accomplish.

# Value Creation... Value Comes in Many Colors



## Introduction

Meeting the needs of your customer is a key principle of value creation. One of the many ways to create value is to look at your core competencies. (Isn't it interesting how that keeps showing up?) There is no single applies-every-time formula for value creation. Some of the ingredients of the consolidated value of a company include its sales, marketing, personnel, intellectual property, and good will. These and other elements are considerations in the measurement and valuation of a business. To keep value from eroding, companies have bought back shares, uncoupled mergers, jettisoned outdated facilities, and downsized personnel. Although these actions do help, they DO NOT create new business, new revenue streams or new value.

## Value Creation Checklist

Here are some of the more important ideas we have learned about value creation:

- Value creation is more than monetary
- Change can have a dramatic effect on value creation unless you manage it for your advantage
- To make any positive changes happen, you must know how to sell them to all of your audiences, e.g., shareholders, stakeholders, bankers, etc.
- Alliances provide an immediate solution to business expansion and ensuing value creation
- Market research is important to help you validate goals, direction, and to define your audience.
- Value creation is something you must work at all the time in order for it to be effective.

## Epilogue

The use of modeling tools specifically involving performance and growth and profitability will suggest many areas in which to find value-creation opportunities. Company policies can and do impact the creation of value. Remember, a company is not just a compilation of buildings but rather a powerful force whose impact affects many people. It is a living member of the community in which it is located.

# How to Use Alliances to Penetrate New Markets



## What Makes a Successful Alliance

Alliances hold great promise for companies that want to enter new markets but are not familiar with their dynamics. The object of an alliance is to locate a suitable partner who already sells into that market and is familiar with it. They will help you understand how to penetrate and sell into that market. At the same time, you will help them achieve one or more pre-established objectives that will benefit their company.

Some keys to a successful alliance are:

- having the wholehearted support of senior management
- making sure that the “point” people are of peer ranking
- making sure each of the partners have compatible cultures
- building measurable goals into the terms of the alliance

Companies considering an alliance should ask themselves:

- Do we communicate well?
- Do our people know how to collaborate?
- Are we capable of commitment?
- Can we respond quickly to change?

## Alliance Basics

It is not uncommon today for alliances to be formed between buyers and vendors, or vendors and manufacturers. Just because something has not been done before, does not make it a bad idea. Many of the most popular products on the market today did not exist five or more years ago. Alliances created many of those products and in some cases, created new markets in which to sell them. Success lies in having an especially open and flexible attitude toward marketing and being able to accept new techniques and methods. Now it's time to go to market!

# How Core Competencies Can Grow Your Company



## Background

Core competencies, though defined by many authors, we feel comes down to a simple marketing tool. It is the unique process that your company excels at, is difficult for others to imitate, can be expanded, and can affect your bottom line in a very positive way.

Ask yourself “What do we do best?”

## Action Items

Then look the other processes and see if you can-

- outsource them more economically than you can do them in house
- examine existing resources and how they can be expanded to produce new products for new markets
- estimate needed capital investment against the return and the time frame

- understand that new needed competencies may take the form of people, processes, technologies, or contacts.

## Case History

Bath Iron Works in Maine experienced a problem when the government contracts stopped. They realized their core competency was not ship building but the design, manufacture, integration and testing of large, complex structures. They put their welders to work making everything from boilers to nuclear containment vessels. The transition was successful.

## The Next Step

After you have identified all of the new competencies you need to increase and expand your manufacturing capabilities, you need to develop an action plan. What new products should we make? Is the market we are looking at dynamic or static? Should we try to create an entirely new market that does not presently exist? Both market research and competitive intelligence can be helpful here.

If you are not familiar with some of these new markets, and need help to answer some of the questions of strategy and direction, consider another effective marketing tool -the “**Alliance**”.

# STRATEGY... The Basis for your Marketing “War Map”



## What It Is

Your Marketing Plan defines specific marketing objectives that you want to accomplish at the end of your journey... your endgame. **Strategy is the means to get you there.** The task of forming a strategy starts with looking at the company’s internal and external situation. There are five principal tasks associated with strategic management and are outlined in the book, *Strategy Formulation and Implementation* (ISBN 0-256-09718-6).

They are:

1. Forming a vision of where the organization needs to be headed
2. Converting the mission into specific performance objectives
3. Crafting a strategy to achieve the pre-established performance objectives
4. Implementing and executing the strategy effectively
5. Evaluating the performance

One of the first considerations in developing your strategy is to keep it flexible, thus making it easier to react to ever-changing conditions.

## How to Use It

It is easier to establish objectives for your company than it is to create a plan of action to support them. A good place to start is with a competitive analysis. To know the state of your target markets, whether they are dynamic or static, and what your competitors have done, and are planning to do, can greatly affect your future actions. Once the strategy is in place, the next major task is implementing it.

Some of the factors that can affect the implementation of your strategy might be-

- how well management leads the process
- the financial situation of your company and its ability to fund such an undertaking
- whether your company has enough key personnel to lead various strategic groups
- the culture of your company and whether there is a positive employee attitude
- the level of enthusiasm that you must generate to keep your base “fired up” to pursue your objectives effectively and efficiently.

# Competitive Intelligence... Your “Yellow Brick Road”



## What is Competitive Intelligence?

Just as the Yellow Brick Road led Dorothy to the wonder of the city of Oz, so too, can Competitive Intelligence lead you to the wonders of competitive intelligence. You can research knowledge about the current state of your industry, your competitors, and your products. Competitive Intelligence is an essential component to developing a business strategy. It provides insight into marketplace dynamics and challenges in a structured, disciplined, and ethical manner using published and non-published sources.

## Information Gathering Sources

Competitive intelligence information can be found in a great many sources. i.e., company issued promotional materials, regulatory filings, employment ads, trade shows and conferences, trade associations, annual reports, local papers, Standard & Poor's,

Dun & Bradstreet, trade publications, and if it is a public company, check out a website called Edgar. Also check indexes, abstracts, directories, reference works, newsletters, and government publications, a company's website and social media. These are all known as Secondary Sources, in other words, material already posted or published. You can also use some Primary Sources such as personal interviews, telephone surveys, or mail surveys. For competitive intelligence to be effective, you must determine exactly what it is that you need to know.

## What Can You Learn?

You can learn a competitor's earnings, revenue, product features, product performance, new technology, new markets, M&A activity, divestment, changes in marketing direction, new philosophy and market trends such as whether the market is declining, static, or dynamic. Once you have all this information, you can compare one competitor to another and to your company to see how well you compare. Knowing what a competitor is doing in the marketplace and how well he is doing it, can affect your future decision-making. Using this information wisely and effectively, can make a big difference in your bottom line.

# Brand Development Strategy



## The Importance of Branding

The creation of a brand for your product or service can dramatically increase your market share, increase your revenue stream, and add a high degree of value to your bottom line.

## What is Branding?

In *Designing Brand Identity* (ISBN 978-1-118-41617-4) the author describes branding this way. "Branding is a disciplined process used to build awareness and extend customer loyalty. It requires as mandate from the top and readiness to invest in the future. Branding is about seizing every opportunity to express why people should choose one brand over another. A desire to lead, outpace the competition, and give employees the best tools to reach customers are the reasons why companies leverage branding."

## Building a Brand

A successful branding program is based on the concept of singularity. It creates in the mind of the consumer, the perception that there is no product on the market quite like your product. Competition is fierce and consumers are overwhelmed with choices. When building a brand, the creators must think beyond the point of sales and use their business experience to deliver an engaging experience that no other competitor can replicate. Remember, Brands are built with publicity and sustained with advertising.

## Considerations

The first thing you must do in building a brand is to define exactly what your brand is all about, and who is the brand's target demographics. Once you have defined your brand, the next step is creating your visual identity. It should reflect your brand's personality and make it easy for customers to recognize. Keep in mind as you are developing these things, that every aspect must be integrated so that everything tells the same story. Eventually customers will know who you are and what your stand for. When consumer select a specific product, they often base their decision not only on price and service, but also how a brand makes them feel.

# How to Use Content Marketing Effectively



## Background

In his book, *Epic Content Marketing*, Joe Pulizzi explains content marketing this way. “Your customers don’t care about you, your product, or your services. They care about themselves, their wants, and their needs. Content marketing is about creating interesting information your customers are passionate about, so they actually pay attention to you.”

In *The Digital Marketing Handbook*, Robert Bly describes content marketing as “a type of marketing that involves the creation and sharing of online material such as videos, blogs, articles, and social media posts. It differs from other types of marketing such as response and brand marketing, in that it does not explicitly promote a brand but is intended instead to stimulate interest in a product or service by creating helpful, informative content designed to solve a problem”.

## When to Use It

Often, industrial buyers are looking for something very specific. In this case, mass marketing does not work. This requires a strategy that is more targeted and is niche-specific such as digital marketing. One aspect of digital marketing, content marketing, can address very specific subject matter without sounding like an advertisement. Content Marketing then can be targeted to very specific audience via market segmentation. This is the process of dividing a market of potential customers into groups, or segments, based on different characteristics and interests.

## Common Content Types

Some common examples of content include website articles, mobile apps, mobile content, e-books, infographics, annual reports, research papers, and podcasts.

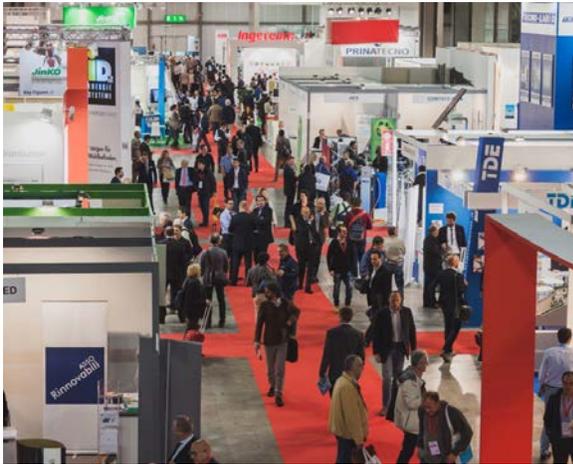
## Distribution Considerations

Once you have created the content, you need to market it.

Some marketing suggestions might include:

- posting it to your website
- promoting it on social media
- targeting it to specific audiences via the use of search engines

## Trade Shows-an important card in your marketing deck!



### Face-to-Face

FACT! Prospective clients you haven't been able to reach by e-mail or voice mail may be there. Trade shows offer the opportunity to talk to them face-to-face. You can state your case, answer questions, and pique their interest in your company and your products. Do not feel limited to a specific type of show. By that I mean, an industry show in which you are not a primary player. For example, we are a business, industrial and technology marketing company. Yet, we participate in chemical, plastics, automation and manufacturing shows to name a few. In this situation, both the exhibitors and the attendees are potential clients.

**Make sure that the people manning your booth during the show, are knowledgeable about the company and the products, and are attentive to the potential customers passing your**

**booth.** Having the same message that is easily read on your background (booth), on the signage, and on the shirts that your company representatives may be wearing.

### Post Show Follow up Make the Difference

The real work begins after the show ends. The ability to follow up a face-to-face meeting with a personal call to discuss opportunities to work with that company is vital. Sometimes the interest is not immediate. In that case, set up a "tickler" file to keep in touch with the potential client on a regular basis. Other times, you may be able to set up a meeting in a few days or a week. Before embarking on that meeting, ask what they are looking for and make sure you understand how you can contribute.

### Evaluating a Trade Show

Review past attendees and past exhibitors, and decide if this type of exposure is a fit for your company. Plan to walk the show a year in advance of making a commitment. Ask exhibitors their opinions about the show and how it is run, if they are happy with the number and quality of attendees, and if they are planning to return next year. This input will greatly help your decision-making.



# Rethinking Customer Service



## The Importance

Many organizations invest heavily in products, brands, and operations, yet do not budget adequate resources to support the most important part of the process—the ultimate sale. An integral part of the ultimate sales process is customer service. We know that when a customer is dissatisfied they tell all their friends and anyone else who will listen. A comprehensive customer service program and managing customer expectations can eliminate that from happening.

## Managing Expectations

From the promotion to the marketing to end sales, customers develop an idea of what they want and expect from a particular product or service. Sometimes problems arise from their expectations being inflated along the way from ambiguous language used by the vendor in the sales promotion and marketing. That causes the customer to be dissatisfied

because they were expecting more. Other times the dissatisfaction is caused by misuse of the product because the directions were not clear. In-house customer service programs must be an integral part of any company's or organization's policies and be properly funded and supported by senior management.

Customer service is as much of a sales advantage as promoting a product or service and should become an integral part of advertisements and other promotions. We all know it costs more money to get new customers than to retain existing ones. Therefore, it is cost effective to keep existing customers happy. An effective customer service process will create value for the company and contribute positively to the bottom line.

## Problem Resolution

Customer problems and areas of dissatisfaction should be analyzed to determine if the problem was experienced by one, a few, or many customers. If the latter is the case, a product recall may be in order. Another question to be addressed is who should resolve the customer's problem and how much latitude they have. The degree of empowerment should be spelled out by the company's policy.

## A Few Words About Budgeting



Fall ushers in the start of the budgeting season – that time of year when the planning and budgeting starts for the next fiscal year. More than any other subject, the one concerning the establishment of budgets is most often discussed.

### Budgeting Methods

Some of the commonly used methods of budgeting include:

- *Competitive Comparison Method:* In this case, the company establishes a budget based on what competitors are spending for similar products or by approximating the industry spending average. Since sales objectives and marketing objectives can vary considerably from one firm to another, matching competitor's expenses may be an exercise in futility.
- *Objective Task Method:* Here, budgets are formulated based on specific tasks and objectives established for the product. By reviewing past expenditures, and analyzing expenditures in specific markets, the company should be able to formulate a reasonable approximation of what is considered an appropriate expenditure.
- *Affordable Method:* This promotion budget is established based on what the company can afford to spend. The amount varies year to year thus making it impossible to measure any impact. Consequently, this hinders long-range planning opportunities.
- *Percentage of Sales:* This method applies a percentage figure of part sales or the forecast of future sales. The percentage often ranges from one-half of one percent to five percent. This method is popular because it is easily controlled. However, there is usually no relationship between the amount of the budget and the amount need to accomplish the goals.

## Factors That can Impact Budgets

Consider some of the factors that can impact budgets:

- Is it an industrial product or service or a consumer product or service?
- Is it a commodity or a specialty product or service?
- Consumer media is more plentiful, however it is usually more expensive.
- Specialties are easier to promote than commodities.
- What is the marketing mix?

## Industrial Products vs. Consumer Products

Industrial promotion usually features a company's capability or an Original Equipment Manufacturers (OEM) product. It is often supported by sales promotion in the form of direct mail and/or trade shows. Sales support comprises catalogues, brochures, specification sheets, etc. With consumer products, it is more difficult to promote brands from the same company unless a particular brand has achieved a high degree of recognition, for example, Tide Detergent. However, this is a great opportunity to use branding to increase value for other company products and multiply the accrued benefits to the bottom line.

## “Budgeting as a Process

In large corporations, budgeting is a collective process in which operating units prepare their plans in conformity with corporate goals published by top management. Each unit plan is intended to contribute to the achievement of the corporate goals. Unit managers prepare projections of sales, operating costs, overhead costs, and capital requirements. They calculate operating profits and returns on the investment they intend to use. The budget itself is the of these values for the next calendar or fiscal year. As part of this process, each unit presents its plans and budget to a reviewing upper management panel and may, thereafter, make whatever changes result from instructions from or negotiations with the higher level. Texts presenting, documenting, and defending the rationales underlying the numbers are usually part of the planning document. Approved budgets then become the road-map for operations in the coming year. Ideally monthly or quarterly budget reviews track performance against the budget. As part of such reviews, changes to the budget may be approved. At year-end managers are judged by their performance against the budget.

By regularly consulting a budget, business leaders can compare actual figures and catch potential business shortfalls or other problems early. Budgets can also be instrumental in winning over investors, convincing banks your business is a good loan risk, or bringing on new partners or customers.”

Courtesy Inc.com

## Benefits, Benefits, Benefits



It doesn't matter whether you are selling a product or service, the customer almost always looks for three things:

1. what is the product or service going to do for me
2. how much does it cost
3. how fast can I get it!

If it is a product or service that can boost productivity, reduce inventory, or increase growth substantially, the potential customer is not immediately interested in how it works, rather the price and delivery.

### **“What is it going to do for me?”**

How it works is not nearly so important. If your product or service is generic or it is designed to address one specific challenge, the result is the same. It is helping the potential customer do something they were not able to do up to that point with what is currently available.

Almost everything has a benefit. A job, a new suit, a new car. After you finish evaluating the product or service “on the surface” i.e., looking at the most obvious things, you should then look to see if there is an added benefit that could influence your decision. The question, “why should I buy this one over that one” is usually answered by analyzing the benefits of one item over another.

### **Product or service benefits add value.**

There is a school of thought for showing the machine used to manufacture the component rather than the finished component part itself. This is especially true of international companies not familiar with our style of marketing.

As a rule, benefits usually win. One client we worked with, was one of the first to use numerical control machinery. It reduced his manufacturing time on many of the products he produced by one third and in some cases, even more. The result was that he was super competitive in both pricing and turnaround time.

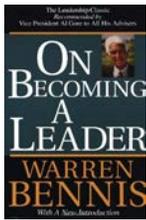
As you develop your marketing program for product or services, list the benefits vs. competitors. Every company is different and benefits could be your competitive edge.



F H COOPER LLC

...we create marketing excellence

# BOOKSHELF



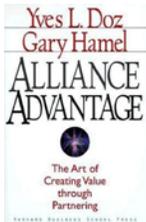
## On Becoming a Leader

Warren Bennis  
ISBN: 0-201-40929-1  
Addison-Wesley Publishing Company

The world's foremost producer of personal development and motivational audio programs now presents the audio adaptation of the leadership classic recommended by Vice President Al Gore.

Today, most organizations are overmanaged and underled. Yet, the factor that ultimately determines which companies succeed or fail is their leadership. To remain competitive in the 21st century, America will need a new generation of leaders who can shape, rather than surrender to, our increasingly volatile global economy.

In *On Becoming a Leader*, management expert Warren Bennis shows how individuals develop leadership traits and how organizations encourage or stifle potential leaders. Bennis profiles dynamic figures from diverse business arenas—Fortune 500 companies, the entertainment industry and political and nonprofit groups—to demonstrate how all leaders share distinctive characteristics. This provocative examination will encourage all aspiring leaders to take risks, embrace change, and transform their visions into reality.



## Alliance Advantage: The Art of Creating Value through Partnering

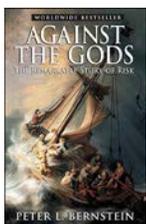
Yves L. Doz and Gary Hamel  
ISBN: 0-87584-616-5  
Harvard Business School Press

To meet the challenges posed by globalization and new technologies, firms—even traditional rivals—are increasingly turning to alliances. Yet for all their growing strategic importance, alliances still receive the most attention at the

time they are created, with very little analysis or evaluation dedicated to the ongoing relationship.

With *Alliance Advantage*, strategy experts and best-selling authors Yves Doz and Gary Hamel shift the focus away from deal making and turn to the frequently overlooked internal processes that play a crucial role in shaping outcomes.

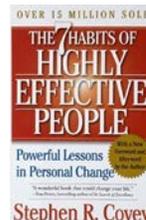
*Alliance Advantage* aims to help today's managers and their companies be more successful in their efforts to create and guide thriving alliance strategies. *Alliance Advantage* provides both conceptual and practical tools for analyzing the design and performance of alliances. Here, for the first time, is a comprehensive guide that will help managers build new collaborations and improve existing ones. Each chapter examines a different aspect of an alliance, from selecting the right partners to minimizing conflicts to determining further commitments.



## Against the Gods: The Remarkable Story of Risk

Peter L. Bernstein  
ISBN: 0-471-12104-5  
John Wiley & Sons, Inc.

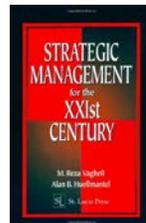
Peter Bernstein has written a fine volume that is both entertaining and informative. He tells how men have grappled with uncertainty and risk, which seem so central to how we conceive and perceive the world. If in the beginning it's the history of mathematics, in the end it's a discussion of financial engineering, genetic algorithms and chaos theory. What could have been a dry, intellectual history, comes alive in Bernstein's hands as an engaging narrative, full of anecdotes and humanizing details. He provides some rich nuggets that demonstrate his deftness with language and uncommon comfort with the subject.



## The 7 Habits of Highly Effective People

Stephen R. Covey  
ISBN: 0-671-70863-5  
Simon & Schuster

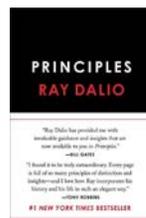
With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, honesty and human dignity—principles that give us the security to adapt to change, and the wisdom and power to take advantage of the opportunities that change creates. Editor-in-Chief of Success magazine, Scott DeGarmo declares *The 7 Habits of Highly Effective People* is “Destined to be the personal leadership handbook of the decade.”



## Strategic Management for the XXIst Century

M. Reza Vaghefi & Alan B. Huellmantel  
ISBN: 1-57444-320-4  
St. Lucie Press

This is a book on senior management for the XXI century—a book on how to lead an organization strategically. It not only explains the concept, but offers a step-by-step blueprint, which if followed wil automatically create a strategic planning system consisting of three plans: strategic, administrative, and operational. This interrelated set of plans and decisions forms a logical theme that runs through and gives purpose and relevancy to all plans and decisions. The strategic plan focuses only on issues in the external environment: customers, markets, and the competition for these markets. Internal issues (problems and plans) are addressed in the administrative and operational plans.



## Principles

Ray Dalio  
ISBN: 978-1-5011-2402-0  
Simon & Schuster

“Ray Dalio has provided me with invaluable guidance and insights that are now available to you in *Principles*.”

Bill Gates

“I found it to be truly extraordinary. Every page is so full of principles of distinction...”  
Tony Robbins



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