



EMM

EXPERT MARKETER MAGAZINE

QUARTERLY MAGAZINE 1 - Q1, 2012

Neuromarketing Strategies: Beyond the Lab

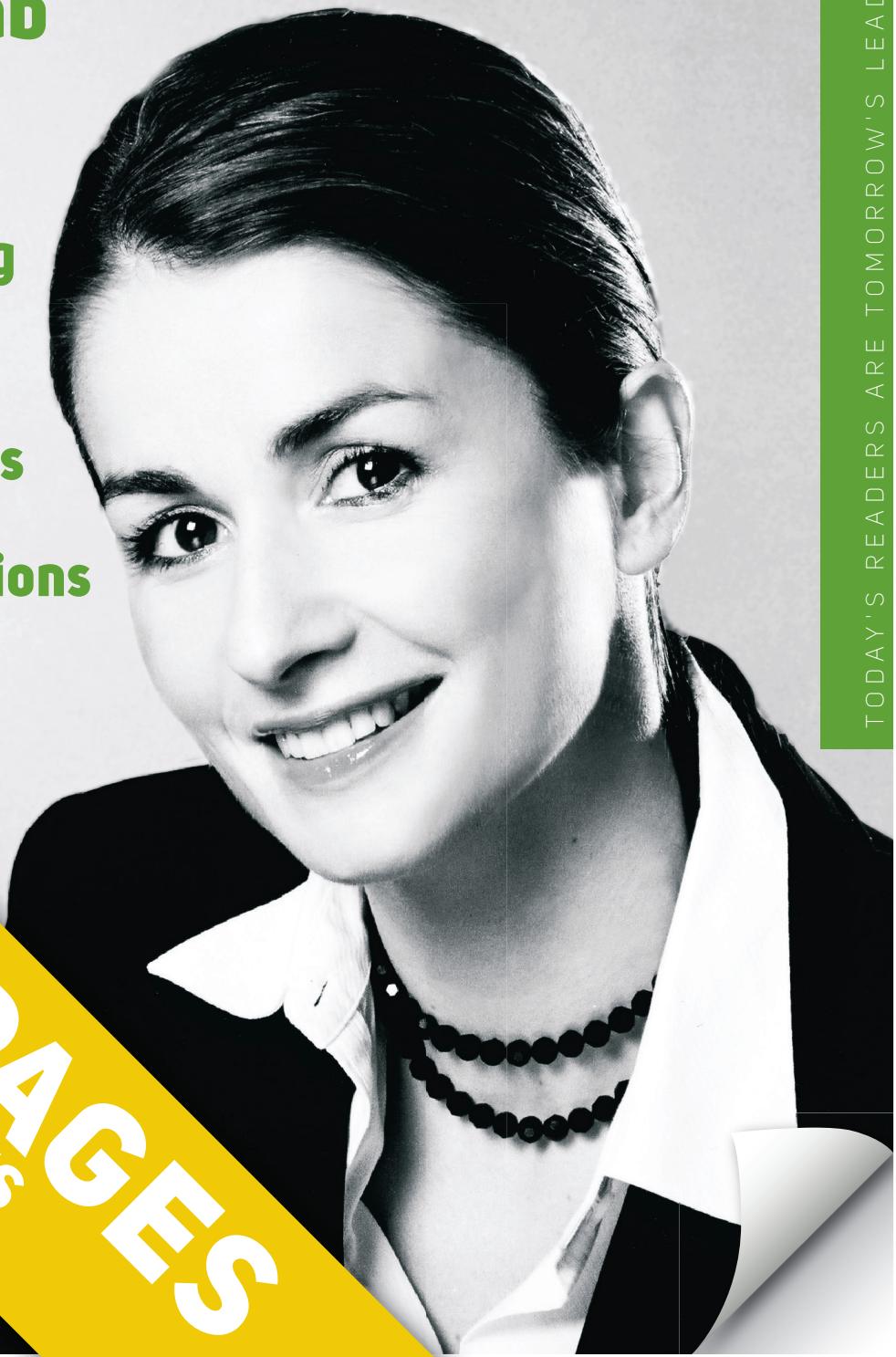
Interview Peter Steidl

Value-based Pricing

Harry Macdivitt

Borrow strategies as alternative to Partners & Acquisitions

Interview Lawrence Capron



Business
Socia
Strateg

Quarterly Magazine Q4 - 2012, Issue 0

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TODAY'S READERS ARE TOMORROW'S LEADERS

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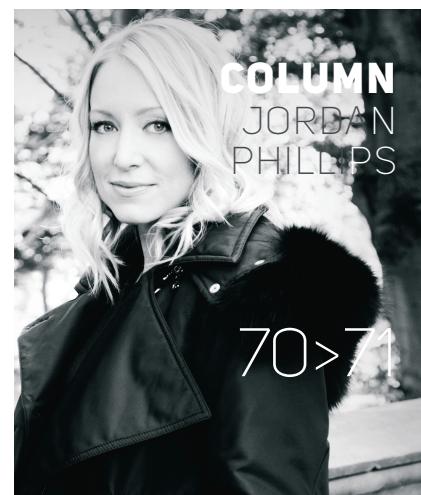


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FOREWORD

MARC VAN DE PERRE

Managing Partner Interface Marketing
Vice-Chairman European Marketing Confederation

While consumers are reinventing their world, marketers are challenged to keep pace with an ever faster-changing environment, facilitated by technology but driven by consumers. We see an intense rise in new breakthrough ideas, business models and marketing techniques, and most of us realise only too well that the Big Bang in marketing lies not behind but right in front of us.

The proliferation of products, brands, media and sales channels, competition and customer segments makes it increasingly difficult for a marketer to develop a sound strategy and a successful go-to-market. Marketing has become very complex and a growing number of marketers no longer see the forest for the trees. Moreover, they find that many of the techniques they used for years no longer produce the desired results. As a result, the marketer is in search of fact-based insights and new approaches that will help him create the ROMI, demanded by his Board. Indeed, the era of Mad Men is long gone; today, a marketer must think in euros.

It will come as no surprise that marketing accountability, the search for customer insight and the rapidly growing interest in Big Data are high on the agenda of the CMO. It's as if marketers have finally found their 'yellow brick road' to the solutions they're after. But have they? Hopefully, you'll find the answer to this question in this issue's articles.

I wish you inspiring reading!



WARD VANDORPE

Expert Marketer Magazine



Welcome to this new issue of EMM, our first official edition.

We have more subjects in the magazine than we would normally have but this is due to (or thanks to) the wide offer in recent months.

We have sections on branding, communications, social media, strategy, sales and last but not least pricing, the latter being one of my personal favourites in marketing.

Our key note interview is with Peter Steidl, specialist in neuromarketing, and is about... yes, neuromarketing. Peter Steidl contacted us after reading the interview with Joeri Van den Bergh in our previous issue where Van den Bergh, according to Steidl, was reinforcing misconceptions around neuromarketing. Discover for yourself...

Harry MacDivitt shares with us in an article his philosophy on pricing and his Value-Based pricing model. It's a great pricing tool especially for marketers in the B2B sector. In the book section on pricing you'll find detailed reviews on *The Psychology of Price* and *Contextual Pricing*. Pricing is an even more relevant issue in down-turn times.

Further on in this magazine we also present you the 2013 edition of Marketing Book of The Year, our competition to award the best marketing book over the past year.

Your vote is important not only to assign a winner but also to further stimulate marketing authors in their research and writing. Their knowledge and wisdom is the key to your career growth. As we like to say: "Today's Readers are Tomorrow's Leaders."

Social media is well represented in this issue. Several books with great case studies to show the way have been published. Mel Carson and Paul Springer interviewed 20 leaders in advertising, marketing, search and social media who had a big impact and/or winning idea in the digital world.

Read their interview to get inspired on the spot.

Before ending this prologue, there's one book that I want to mention in particular: *Drucker on Marketing*, a must-read for every self-respecting marketer/manager.

Enjoy reading!

INTRODUCTION



WHAT?

EMM is a magazine about marketing books and marketing authors. It provides Vision, Knowledge and Wisdom in a handy digital magazine full of hyperlinks to more detailed information. EMM offers marketers all the right tools for them to select the marketing book which is right for him/her at that moment and for their specific need.

Key components include:

- Marketing book reviews with free chapters, thorough analysis and presentations
- Marketing authors' columns, interviews, articles and quotes
- Book ordering made easy via hyperlinks to several online book stores.

WHY?

EMM strongly believes in reading the right professional book on a regular basis.

These days there's a lot published for free on the internet, but we believe that books, for which an author conducts a thorough investigation often taking several years, are a more profound basis on which to develop one's career. We see it this way: "Today's Readers are Tomorrow's Leaders."

Marketing is an evolving business and marketers should evolve with their discipline. Marketers know and admit they should read more but they don't have time to read and certainly have no time to figure out which are the right books, let alone purchase them.

HOW IT WORKS

Leveraging the interactive benefits of a digital magazine, every article, every page, every book links to more information on the EMM website .

EMM selects the best marketing books from the last quarter and groups these around general marketing themes such as branding, communications, consumer behaviour, pricing, and so on. Depending upon the offer of that quarter, the subjects are chosen for each magazine. The magazine is sold on an hoc basis (single issue) or in a subscription (single or multi-year options available).

The key advantages to starting a subscription are the accessibility to far more data on the site as well as access to the EMM Lib. The EMM Lib provides an extensive selection of the best recent marketing books. It has a robust search engine function that enables you to search on various criteria the magazine uses to analyse every book that it features.

Not only is the magazine interactive with the website, there's also interactivity with the readers/ members:

- Members can write and read reviews of featured books
- Members can suggest new titles for
 - The magazine (should be max 3 months since publication)
 - The EMM Lib (should be a MUST READ with a recommendation).

Try it out and step into the world of marketing wisdom.

STRATEGY

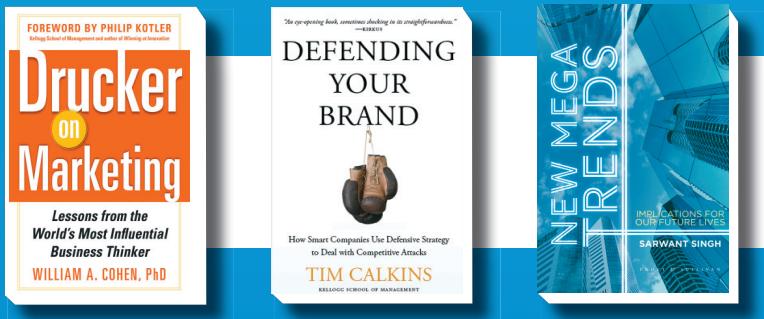
The quote on strategy comes from an interesting book we reviewed in our previous magazine: *The New Emerging Market Multinationals*. It draws a parallel between how the Japanese conquered the US and how multinationals from new emerging markets are now gradually conquering the ‘triad’ of the US, Europe and Japan. One should not only be prepared but also learn lessons from how these companies, like HTC, are entering and growing in these ‘established’ markets.

The first book on strategy we present is a must-read for every marketer and manager: *Drucker on Marketing*. Written by military veteran William Cohen it is the first comprehensive look at the marketing wisdom of one of modern history’s most influential business thinkers.

Particularly interesting is the chapter on marketing and leadership: “One of Drucker’s far-reaching and integrative ideas is little known. It is that good leadership is essentially marketing. He actually called leadership a ‘marketing job.’” Just look at the similar principles for both disciplines: maintain absolute integrity, know your stuff, declare your expectations, show uncommon commitment, expect positive results, take care of your people (customer), put duty before self and get out in front.”

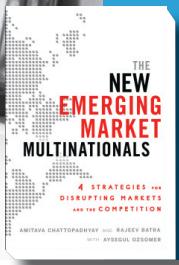
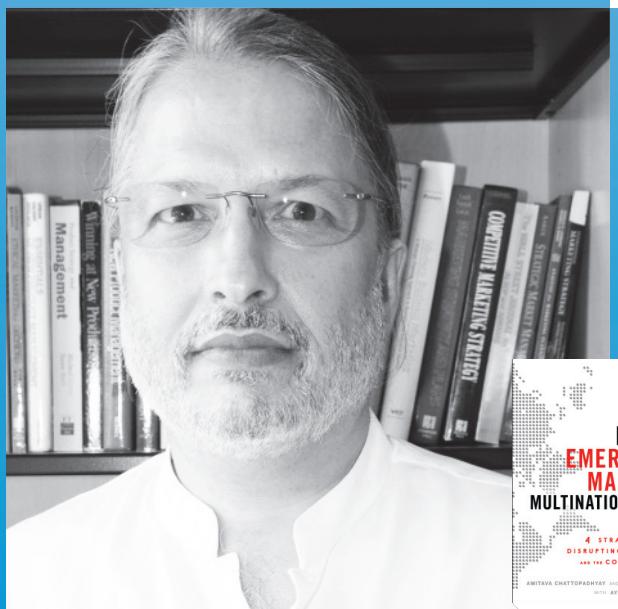
Defending your Brand from Tim Calkins is an eye-opening and different way of looking at competition. Most taught competition strategies are offensive and look inside to find USPs, using strengths and weaknesses at their best to conquer that unique place in the market. Defending your brand is looking to the outside and, more precisely, at your competitor and where and how he might attack and hurt you. A defense plan should be part of every marketing plan and Calkins is suggesting plenty of great ideas about how to stop your competitor and defend your brand.

Knowing the future is key for every marketer to anticipate consumer behaviour. In *New Mega Trends*, Sarwant Singh is shining an interesting light on the future. Unlike many other futurist books, *New Mega Trends* is also analysing the implications for business and strategies. As a partner at Frost and Sullivan, Sarwant Singh is well placed to illustrate his findings and philosophy with many real-life examples.





The Japanese began by just ‘injuring the corners’ of their much larger US competitors’ businesses by initially following a ‘flanking’ and ‘niching’ strategy; over the next decades, these turned into highly successful broad-scale frontal attacks. Thus, TMNC’s (Triad Multi National Corporations) that ignore the new wave of EMNC’s (Emerging Multi National Corporations e.g. HTC, Haier, Arçelik etc...) do so at great peril. //



AMITAVA CHATTOPADHYAY

*co-author,
The New Emerging Market
Multinationals*

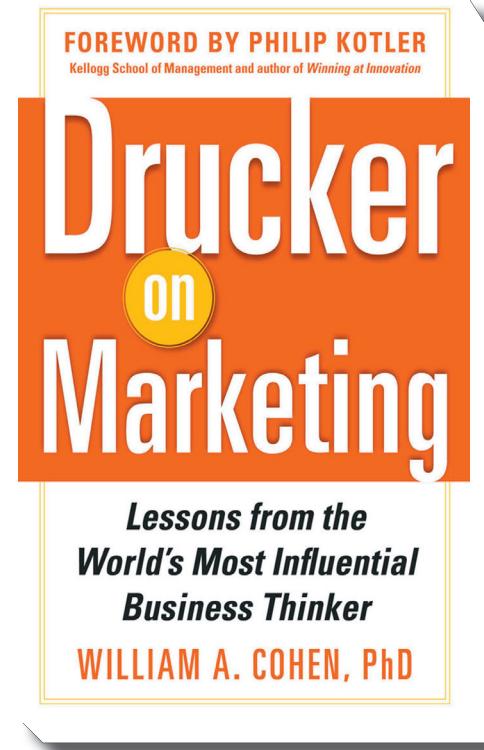
LESSONS FROM THE WORLD'S MOST INFLUENTIAL BUSINESS THINKER

William Cohen

- ▶ McGraw-Hill
- ▶ 288 pages
- ▶ September 2012

**WRITE
REVIEW**

**READ
REVIEW**



"Bill Cohen has done us a wonderful service by faithfully combing through Peter Drucker's vast writings and weaving together Peter's thoughts on marketing. This has never been done before."

Philip Kotler, from the Foreword.

Considered the single most important thought leader in the world of management, Peter Drucker had an equally significant influence on the discipline of marketing. Although he didn't approach marketing with the same systematic rigor he reserved for management, Drucker addressed the topic in detail in his well-known treatises on the roles of profitability and leadership, the importance of innovation, and the need to seize new opportunities.

Drucker on Marketing is the first comprehensive look at the marketing wisdom of one of modern history's most influential business thinkers.

A former student of Peter Drucker, William Cohen has sifted through Drucker's huge body of work, singled out his most salient ideas on marketing, and constructed them into a framework that not only outlines Drucker's marketing philosophy but provides practical advice on how to achieve marketing goals in today's business setting. The book is organised into five thematic sections:

- The Ascendancy of Marketing
- Innovation and Entrepreneurship
- Drucker's Marketing Strategy
- New Product and Service Introduction
- Drucker's Unique Marketing Insights.

For Drucker, profitability should not be the main focus of a business. The customer should be; the market should be. He didn't consider marketing as one of the many tools to generate profits. Rather, he

“
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should not be the
main focus of a
business”

KEYWORDS

- ▶ BRANDING
- ▶ INNOVATION
- ▶ PROMOTION
- ▶ PRODUCT
- ▶ SALES

TARGET AUDIENCE

FROM STUDENT TO CEO

APPLICABLE FOR FMCG, SERVICES & CONSUMER GOODS

BUSINESS TARGET B2C & B2B

GEOGRAPHICAL AREA

RELEVANT ALL OVER THE WORLD

ORIGIN EXAMPLES US, EUROPE, ASIA

CONTENT & STYLE

INSPIRING & PRACTICAL; ‘HOW TO’ GUIDELINES
FUN AND ENTERTAINING TO READ

viewed marketing as the driving force of business, a philosophy for defining and capturing the most enriching customer opportunities.

WILLIAM A. COHEN, PhD, a retired Air Force major general, has written two previous books on Drucker. He was the first graduate of the PhD program Drucker developed and taught for practicing executives at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University where Cohen now serves on the Board of Visitors. winning books on emerging markets, is one of the world’s most-cited researchers in the business and economics sector.

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MARKETING BOOK OF THE YEAR

Time for our global Marketing Book of
The Year competition!



EMM
EXPERT MARKETER MAGAZINE

MARKETING
Book of the Year 2013
ANNUAL AWARD

The beginning of a new year means looking back at last year. Not ‘in memoriam’ but at what we have learned from visionary marketers who take the time and the effort of bringing us their marketing wisdom in an eye-opening marketing book.

Time for our global Marketing Book of The Year competition!

In a change from last year’s competition we have a slightly adapted voting mechanism.

- **Phase 1:** Expert Marketing Magazine (EMM) has selected the top 20 marketing books published in 2012. This process ran from February 15 – 28, 2013.

- **Phase 2:** All marketers across the globe are invited to vote for their marketing book selection. Go to marketingbookoftheyear.org to view the 20 nominated books. After providing your vote, click the ‘Vote & Win’ button. This voting process will run from March 1 – 14, 2013.

We want to really encourage participation. Remember, this is your time to weigh in on what you thought was the best and give credit to those who have provided valuable lessons learned.

Each participating marketer that submits a vote will be offered a copy of this magazine for free AND will be entered to potentially win a 1-year subscription to EMM.

So please, motivate your marketing network to post their vote by using the share button on the voting page.

This voting process will result in a shortlist of five marketing books which will enter the next phase. This top five will be published in a random order at marketingbookoftheyear.org on March 15, 2013

- **Phase 3:** This process involves our Senior Advisory Board of Expert Marketers, consisting of 15 International Marketing Executive panellists. They review the short list of top 5 ranked books of 2012. They will select their personal top five choices. This phase will run from March 15 - 28, 2013.

- **Phase 4:** After counting the individual votes from the Advisory Board, the winner will be announced online on Marketing Book of the Year on April 2, 2013.

We will feature the book, a detailed review and an interview with the author in our Spring 2013 issue.

Don’t wait ! Vote now.

Thank you for your valued participation.

VALUE-BASED PRICING

Harry Macdivitt, author *Value based Pricing*

"I can't change the fact that my paintings don't sell. But the time will come when people will recognise that they are worth more than the value of the paints used in the picture."

Vincent Van Gogh (1853-1890).



"A VBP is calculated on the basis of the advantages that our product or service delivers to the customer. "

What is Value-Based Pricing?

If a Martian asked us what Value-Based Pricing is, this is what we would say:

"In Value-Based Pricing, we think carefully about how our product benefits our customer in economic and emotional terms. We then work out exactly the economic worth of each of these benefits, where we can. We then build our price around these numbers."

Simples. Well, actually, no, not all that 'simples'. There is actually a bit more to it than that. Let's drill down further with a rather more robust definition of Value-Based Pricing.

A Value-Based Price is designed and communicated such that all parties understand, recognise and accept the distinctive worth of products and services purchased in the transaction and participate optimally in the gains created by their use.

There are important elements of this definition you should be aware of.

Firstly, a VBP is *designed* – not invented. It is not plucked from the ether or hallucinated in a dream! It is designed rigorously from a deep understanding of the economic and emotional impacts of your product or service on the customer's life or business.

Secondly, it is *communicated* in terms of the customer's context.

This communication is done by a salesperson, supported by properly crafted collateral. This demands superior sales skills and marcoms materials that focus on customer impact rather than sterile lists of specifications.

Third, *understanding* is important – the offer may be a bit more complex to explain because the argument is not just about a number (price). It is about impact. The customer needs to recognise this argument and acknowledge and accept it. Without that you cannot progress.

The *distinctive worth* of our product is our compelling value proposition based on our differentiation. If we have no differentiation how we can price on differential value?

The final point is *optimal participation* in the gains created. VBP must lead to a win-win (or even win-win-win if we are working through channels). This is about ensuring that the customer gains from the transaction what he wants or needs, and creates a platform for future win-win transactions.

In Value-Based Pricing we try to build the price up from the sum of the individual economic gains accruing to a customer from the purchase and use of your product or service. We can really make this calculation only if the product or service offers a demonstrable (and measurable) differential advantage compared to the customer's next best alternative. This calculation is at the heart of VBP and is the source of the real superiority of this approach to pricing.

VBP and Conventional Pricing?

Cost-Based Pricing and Competition-Based Pricing are used in almost every company throughout Europe and the United States. These methods are familiar to most business people.

In Cost-Based Pricing we total up the costs to us of delivering a service or creating a product. We add on a percentage (which we call our 'markup'). This creates a price.

In Competition-Based Pricing we try to position the product in line with other similar competitive products being offered to the market at the same time and, based on specifications, make a judgment of just where the price should be pitched.

Most companies use both Cost- and Competition-Based approaches in making pricing decisions. This calls for a bit of judgement, but it is easy and quick.

However, neither of these approaches captures fully the value delivered to customers. We may have immense experience or unique expertise which benefits our customers. But by positioning our price at around the average in the market we are giving away far, far too much, and giving customers a fantastic deal. Basing it on cost alone may be even worse!

A Value Based Price is calculated on the basis of the advantages that our product or service delivers to the customer. This is the only pricing methodology that captures value and usually generates superior economic returns. VBP can, when used properly, generate much greater profits and better customer relationships than conventional pricing methods.

There are a few critical points to be aware of in VBP

First, and vitally important, we need to be able clearly to differentiate our products or services from those of the competition. If we have no clear differentiation then we simply cannot claim superior customer value. So we cannot possibly price on differential customer value.

Secondly we need to know a great deal about the context of our customers' lives, businesses or markets. Without this information it will be very difficult to identify relevant value or to quantify the advantages that we bring.

Thirdly, since each customer is different, our

products and services will offer different advantages to each. In each case we will charge a different price. Fourthly, don't lose sight of the fact that any product that a customer purchases represents value to him. He might be the only one on the planet willing to pay. Just because we don't understand this value does not mean that it is not real or compelling to the buyer. Our job is to understand this value.

In the table we compare conventional approaches to VBP across a number of dimensions. As VBP can potentially offer greater advantages to the user than conventional approaches, we need to use VBP carefully. It is not a panacea and it should not be used in every situation.

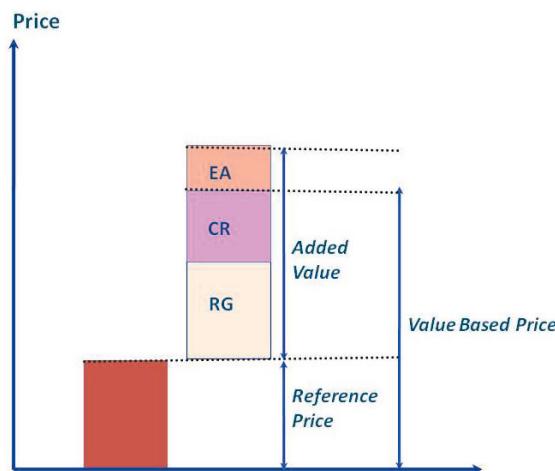
Comparison of Conventional and VBP Methods

	Competition Based	Cost Based	Value Based
<i>Focus</i>	Competitors' price levels	Internal costs	Win-Win
<i>Encourages</i>	Pursuit of market share – not profit	Formula based approach	Cooperation, partnership and deep customer knowledge
<i>Customer Relationships</i>	Not well developed	Not well developed	Central to all transactions
<i>Reward for innovation</i>	Minimal	Minimal	High and sustainable returns
<i>Selling efforts</i>	Transactional	Transactional	Consultancy and solutions based
<i>Inducement to buy</i>	Discounting	Discounting	Demonstrable economic advantages
<i>Value capture</i>	Limited	Limited	Complete, or as well as your salespeople can negotiate

businesses to assess how our product or service enhances revenue streams or helps eliminate costs. Once we have this information, and we can justify our calculations, it

Building the Value-Based Price

Customer Value Analysis is essential if we want to be successful in VBP. Customer Value may relate to



reducing customers' costs, increasing productivity, to reducing hassle or to improving peace of mind. Gains in revenues and reductions in costs are generally relatively easy to quantify. It is more difficult to put an economic value on the emotional impact. That does not mean that emotion is unimportant. We use it as part of our selling argument.

Reference Price is another key element of the calculation. This is the price of the product that the customer is accustomed to paying for. It would be the one he would choose if your option was not available – his 'next best alternative'. If our product offers nothing more than the reference product then there is neither Revenue Gain nor Cost Reduction. Therefore we cannot use VBP. The diagram left shows how a VBP is built up from these building blocks. We need to know a lot about our customers'

is pretty straightforward to estimate a target VBP.

Example

A company has developed a new earth-moving machine for construction customers. The typical customer is already using a competitive machine which is coming to the end of its useful life. The replacement price is £100,000. Over its lifetime that machine is known to have generated revenue of £500,000. Fuel costs, spare parts and maintenance labour were £75,000, £35,000 and £60,000 respectively (and this is not expected to change with a re-purchase). Our machine is built using different technology and over its life will generate £750,000 in revenues (field trials). Fuel, spare parts

	Competitor's Machine	Our Machine	Our Value Added	Comments
Price	£100,000			
Revenue	£500,000	£750,000	£250,000	Better performance leads to better productivity
Costs				
Fuel	£75,000	£68,000	£7,000	9.3% less fuel
Spare Parts	£35,000	£30,000	£5,000	14.3% fewer spare parts
Maintenance Labour	£60,000	£34,000	£26,000	43.3% less maintenance labour
Total Added Value			£288,000	
Maximum VBP			£388,000	

and maintenance labour costs are £68,000, £30,000 and £34,000 respectively over the life of the equipment. The Revenue Gain is an extra £250,000; the cost reduction is £38,000. So the total Value Based Price we can justify on the basis of superior performance and cost reduction is £388,000. We calculate this using the formula: Maximum Value Based Price = Reference Price + Revenue Gain + Cost Reduction.

Our machine is more robust and will last at least two years longer than the alternative. Certain aspects of product design mean that, in case of a breakdown, spare parts are easy and quick to replace. Our new machine comes with two years supply of parts. Because of this, the 'hassle' factor is almost eliminated. This, too, is ignored for the purpose of this calculation but it is a strong feature of the customer testimonials prepared by the marketing team.

The Negotiation Corridor

VBP almost always leads to a negotiation. Our motivation is to try to win the deal that is close to the 'Maximum VBP' at the top of the diagram. Naturally, your buyer's motivation is to buy at the lower end ideally at the Reference Price or less.

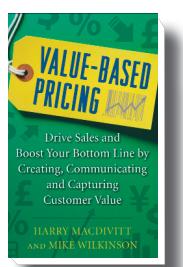
The poor salesperson will 'cave' when the customer rejects out of hand his initial high proposition and may even offer an immediate discount.

The good salesperson will introduce a range of arguments setting out that his proposition is not only correct for the customer's situation but that it also makes sound economic sense. Here he will present the economic arguments.

We need to understand as fully as possible the customer's business context. This is precisely where Customer Value Analysis bears fruit. Everywhere in your pricing work, we absolutely must



understand the customer value of your offer.
Will the customer purchase a new product at the maximum VBP that we can justify on objective data? Or will he repurchase the same machine as before?
Actually, he is no better off buying a new machine at the maximum VBP. We need to factor in time value of money and the fact that he may be able to realise the cost savings on his next best alternative purchase by spending a little effort 'tweaking' the equipment. The negotiating corridor is created by the added value. Negotiation is required to ensure that both parties gain from the process. We want our negotiation to lead to a win-win situation – one in which both parties will gain. How high a price we are able to achieve depends on the strength of our arguments, our ability as negotiators and the ability of the buyer to negotiate against us.
The Customer Value Analysis we undertake will pay enormous dividends here.



CREATIVE ADVERTISING THAT CARES

Thomas Kolster

- ▶ Thames & Hudson
- ▶ 256 pages
- ▶ Sep 2012

**WRITE
REVIEW**

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REVIEW**



**Can advertising be a force for good?
Can it bring about positive social or environmental change?
Should it tell the truth about a brand?**

With today's consumers being more informed, empowered and ethically minded than ever, advertising needs to do all those things and more. Organized around 10 Commitment chapters, *Goodvertising* showcases outstanding creative work from over 120 campaigns from around the world that communicate that the client is actively being and doing good. Each campaign is from a leading agency working in the full spectrum

of media channels for an international array of clients including Unilever, Coca-Cola, Ben & Jerry's, Nike, Tropicana, Volkswagen, Fiat, Levis, Toyota, Honda, Sainsburys, Microsoft and IKEA, and charities including Greenpeace, Amnesty International, PETA and WWF.

For any advertising or branding professional, this timely and much-needed book will provide inspiration and insights into how being good doesn't lead to dull advertising.

Goodvertising highlights how advertising can create value for both brands and the bottom line and do good for people and the planet at the same time.

THOMAS KOLSTER,
founder and
creative director of
Goodvertising Agency



KEYWORDS

- ▶ ADVERTISING
- ▶ COMMUNICATION
- ▶ CSR
- ▶ CONSUMER BEHAVIOUR
- ▶ STRATEGY

GEOGRAPHICAL AREA

RELEVANT ALL OVER THE WORLD
ORIGIN EXAMPLES US, EUROPE

CONTENT & STYLE

INSPIRING & PRACTICAL; 'HOW TO' GUIDELINES
FUN AND ENTERTAINING TO READ

TARGET AUDIENCE

FROM STUDENT TO CEO
APPLICABLE FOR ALL GOODS & SERVICES
BUSINESS TARGET B2B

and WhereGoodGrows, is an enthusiastic and awarded creative director with more than 13 years experience working for a diverse range of clients from McDonalds all the way through to Amnesty International. He has worked for three prominent advertising agencies, most recently DDB, before founding the agency Inkognito and his most recent agency, The Goodvertising Agency.

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Compressed knowledge

COLUMN JORDAN PHILLIPS

author, *The Lure of Luxe*



CREATING VALUE IS A MUST, EVEN IN THE LUXURY SECTOR

It is a common misconception that luxury clients are not very concerned about getting value for their money, but studies in the field consistently show otherwise. There must be a good correlation between price and pleasure.

Unlike in the past, many of today's high net worth individuals grew up in the middle class, and a vast majority created their own wealth. Many people believe that those with money inherited their wealth, but this perception is outdated. Members of the new wealthy class are typically hardworking and thus justly have a sense of earned entitlement. However, whether wealth was earned or inherited, consumers today seek value through experience-based luxury that makes them feel good.

Brands must consistently reinforce their value proposition, even in the realm of luxury. In the end, the value for goods and services is only what the market bears. Marketers who keep this in mind will be better poised to weather uncertain financial times, and will be able to help ensure their brands' longevity.

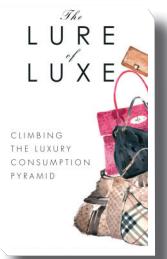
As we know from Thorstein Veblen's The Theory of the Leisure Class, if the price of a luxury good is raised, the demand often increases. However, high prices alone do not qualify a good or service as luxury; the added value to justify a higher price must be visible to the consumer. Value is created when the imagined price of something is greater than the actual price.

To consumers, there are both tangible and intangible benefits to purchasing upscale goods and services. A watch tells the time, which is the obvious tangible benefit. A harder-to-define and less tangible benefit is the way it makes its new owner feel (i.e. elegant or rugged). In luxury, both types of benefits must be present during

every single luxury purchase experience. Emotion and experience need to work in tandem with value and function. If not, why pay the high price? Clients will move right along to the next brand that makes them feel good or perhaps downgrade to something that is functional and more affordable.

In the luxury sector, there are four main factors that increase desire and satisfaction for products. If a company acts to increase the price, quality, innovation, and services associated with a particular product, the result is an increase in desire by the target client. Conversely, if a company acts to increase the amount of products produced, places of distribution, publicity, or sales promotions and discounts, the desire for the product decreases for the target client. These are really the fundamental factors to luxury: maintaining high pricing, quality, innovation, and services while limiting production, distribution, publicity and sales promotions (discounts).

The end result and overall experience with the brand universe matters most to today's client. If a product's features are not relevant to the client and do not provide perceived added benefits, it will not be purchased regardless of how unique it is. A great brand understands the promise that its target market wants, makes that promise, and then consistently delivers on it.





**WHO WILL
BE THE WINNER
IN 2013?**

MARKETING
Book of the Year 2013
ANNUAL AWARD