

Dr Marcin Winiarski

Uniwersytet Wrocławski

Surviving Strategies in Marketing Management

Introduction

Cyclical swings of the economic pendulum are not a new phenomenon. Households feel the effects of economic slowdown and the consequences of recession when they firms that produce and sell domestic products. All sectors are affected to a greater or lesser degree by the results of an economic downturn. An economic collapse, exemplified by the property market crisis of 2008 brought in its wake a range of changes in both the macroeconomic and microeconomic spheres. The aim of this article is to try to answer the question as to whether, in the strategies and actions proposed by marketing management, we can find solutions which allow us to survive difficult market conditions. Marketing is undergoing a dynamic change, various marketing models function simultaneously and, even as we speak, a new marketing orientation is being formed. The main argument of this article is that a long-term strategy for survival in times of recession can be found in holistic marketing, a key element of which is relation marketing.

1. Marketing management: a strategy for survival of firms

The global economy does not develop at a uniform pace; unfortunate events or even catastrophes can disturb economic growth. In economic literature and textbooks this is shown in the link between the general economic situation and the economic results of firms. Internal conditions create potential, but can also be the cause of a critical situation for firms. Crises are the natural test for economic decisions, they eliminate ineffective technologies and mismanaged firms. As is the case with plants and animals, the best adapted or most swiftly adapting market elements have the best chance of survival. In the reality of economic life and in Wikipedia¹ can be found the term ‘crisis management,’ the essence of which is the prevention of a critical situation and the elimination of its effects. A crisis can arise from

¹ **Crisis management** is the process by which an organization deals with a major unpredictable event that threatens to harm the organization, its stakeholders, or the general public. Three elements are common to most definitions of crisis. (a) a threat to the organization, (b) the element of surprise, and (c) a short decision time http://en.wikipedia.org/wiki/Crisis_management

natural causes such as an earthquake or volcanic eruption, or from inappropriate use of technology, or it is caused by man, for example in cases of wrong values, conflict between interest groups, ill will or even criminal action. Crisis management is a relatively new field of research regarding the functioning of firms. Its basic sphere of responsibility involves predicting the possibility of a crisis, preventing it and minimalising its effects when it does arise. It is relevant that crisis management does not attempt to maintain the status quo, but rather tries to create conditions for swiftly overcoming problems caused by the crisis. The expansion of international companies, which changes the conditions of competition, new technological solutions, product innovations etc are a constant threat to the functioning of companies, hence the need for predicting and planning for the effects of a crisis. Sudden events, which could not have been foreseen, require decisions which are adapted to the circumstances. To pretend that nothing has happened is not a proper method of counteracting the effects of the crisis and does not aid renewal. Lack of management deepens the crisis and delays the elimination of threats and the creation of new types of management, and, in extreme cases can marginalize the position of the company.

In management literature the term 'crisis' can be found in various meanings or use. One of the many methods of managing people is that which is defined as management by a crisis, crisis being seen as a factor causing changes in an organisation. It is either imposed by the economic situation or by internal tensions in the company. The crisis is a factor of change and can help the development of an economic entity. Here we sometimes see the conscious intention to improve functioning by creating a threat and disturbing the existing rules with the aim of changing a structure, which may be replaced by a new one.

A crisis is treated as something unexpected, a sudden change which surprises its participants, and therefore as something undesired, but on the other hand it may be used to rationalise activity and to improve effectiveness, hence as a factor which helps to realise the aims of the organisation in the long term. We should note that crisis management, and management by crisis, particular importance is attached to proactive action, foresight and planning. Obviously, a crucial element of both is control, as this allows the measurement of results. The suddenness of changes may demand swift reactions, but the management is prepared for this, and has procedures, standard solutions and resources which have been created with this situation in mind.

It is also worth examining whether Marketing as a discipline has elaborated its approach to crisis situations. In its dictionary of terms, the American Marketing Association defines crisis management as "An attempt by an organization to reduce, minimize, or control the

impact of a calamitous event through various communication techniques².” Communication is therefore a method of reducing, minimalising or controlling events. Does this mean that marketing does not take into account such situations as a sudden change in demand, the appearance of new products or competitors? Marketing does take these risks into consideration, the proof of which can be found in other definitions such as that of the evolution of the market, the definition of marketing itself (recently changed twice) and also in the definition of marketing management. In the last of these the author of the dictionary says³:

“The process of setting marketing goals for an organization (considering internal resources and market opportunities), the planning and execution of activities to meet these goals, and measuring progress toward their achievement”. And adds the comment: “The process is ongoing and repetitive (as within a planning cycle) so that the organization may continuously adapt to internal and external changes that create new problems and opportunities”. One may also mention the definition of Ph Kotler which treats marketing management as „as the art and science of choosing target markets and getting, keeping and growing customers thought creating, delivering, and communicating superior customer value”⁴.

In both the first and second examples we see the aims, market, possibilities and problems of managers in relation to market changes.

Although the word ‘crisis’ does not appear in these definitions, we must nevertheless remember that marketing orientation appears after earlier business orientations, namely production and sales concept; marketing develops in conditions of market competition, which each day may produce signs of a change in the conditions of competition. For marketing managers a crisis may stem from various causes and may be a crisis of image; when it hits brand position and therefore lead to adverse changes in demand (in this event the relevant Public Relations tools will be put into action), or it may be a crisis in market structures, such as a takeover, merger, or appearance of new competitors. A national or global economic crisis appears in the analyses of external conditions, and signifies the necessity of adapting to changes in demand.

The evolution of marketing paradigms introduced the concept of strategic marketing; this can clearly be seen in Ph Kotler’s definition, quoted above, hence also the concept of the long term goal of the organisation becomes obvious. In a system approach, the company is

² http://www.marketingpower.com/_layouts/Dictionary.aspx?dLetter=C

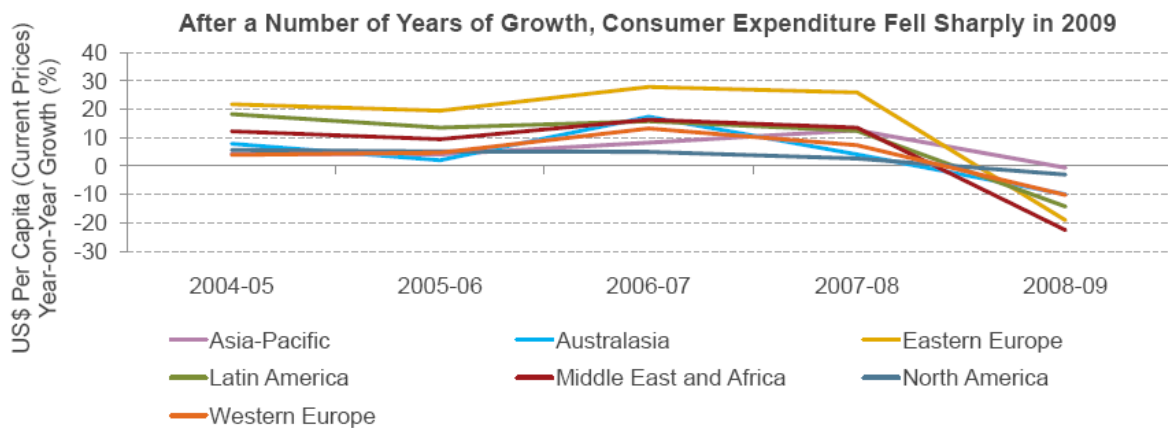
³ http://www.marketingpower.com/_layouts/Dictionary.aspx?dLetter=M

⁴ Ph. Kotler, K.L.Keller, *Marketing Management*, Person Education International 2009 , p. 45

precisely such a system, the aim is to maintain a given organisation in its environment. Therefore if the environment is hostile or volatile, economic indicators show the truth in the old saying ‘things were better before’, and company strategies, including marketing strategies must ensure survival. It is noteworthy that what we could call an extreme sport, namely survival, shows what in essence are such strategies. Someone who performs a task in extreme conditions must overcome his or her weaknesses, learns new skills and so returns to the normal conditions of his or her daily life strengthened. Before this happens the subject of this ordeal is often prepared physically and mentally for the challenges of a hostile environment. The survival strategies of companies, as I understand it, do not involve simply enduring a difficult period; rather they see a crisis as an opportunity for seeking out new markets, new skills and even as a means of gaining the upper hand over the competition.

2. Marketing Strategies in the period of Economic Downturn

The slowing down of development and the collapse of many economic indicators are proof of the fact, obvious today, that we are dealing with an economic crisis of global implications. It seems unnecessary to present many facts; it is worth emphasising that consumption in most countries has fallen drastically, and, whereas 2008 saw a 9% increase compared to the previous year, it also saw a 7% fall. The only region that saw an rise in consumer spending was the Asia-Pacific region, with a minimal increase of 1%; in contrast, Eastern Europe saw a fall of nearly 20%.



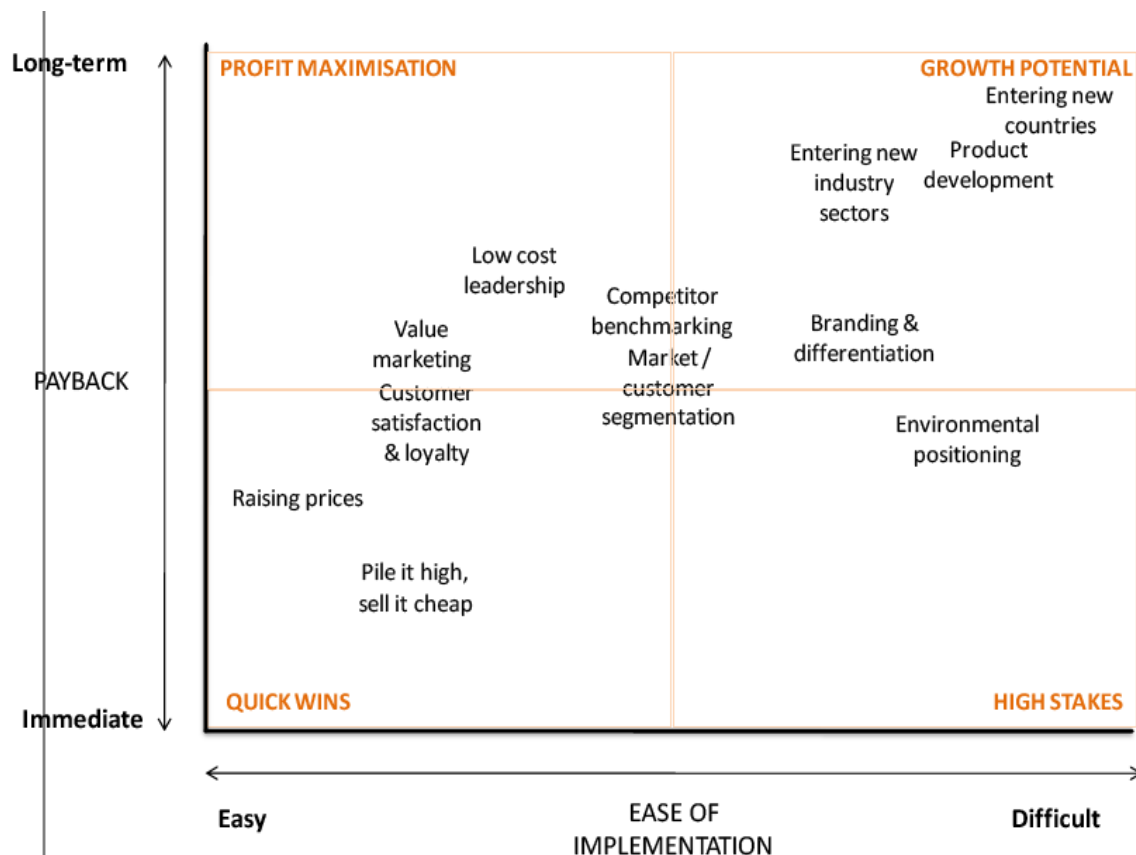
Source: Retailing –One Year on from Lehman Brothers’ collapse Euromonitor International January 2010

Households have reduced their spending, customers are looking for the best bargains, stay at home and change their spending habits; for example instead of eating out they experiment with frozen and tinned food. Here it is noteworthy that, paradoxically, the

recession may present an opportunity for the producers of precisely these products. Staying at home increases the interest in renting films and also in computer games. Macroeconomic indicators such as a rise in unemployment or a fall in GNP signifies a time of prosperity and new opportunities for those elements of the market which till then had less favourable conditions.

A Change in consumer behaviour and buying habits is shown by the sales results of particular branches of trade. The data of Euromonitor International show that in all world regions we can note increased sales in supermarkets and discount stores. For supermarkets the fastest growth (11%) in 2009 was noted in the Asia-Pacific and East Europe regions, whereas the rate of expansion for Western Europe was only 2%. The change in consumer habits is a very interesting topic, yet goes beyond the scope of this article; let us therefore return to its main theme, namely marketing strategies.

Difference between markets, in organisational culture, difference in expectations and numerous factors influence the decisions of the firm. If we analyse two changeable concepts, firstly Ease of Implementation and secondly Payback we may define strategy in accordance with the aims and possibilities of realisation (see graph 2).



Source: http://www.b2binternational.com/library/books/ebooks/recession_marketing_1.pdf

I think that we can agree that there is no one –size-fits-all approach, and strategies that can be effective for one organisation may be totally ineffective for another. Quick-win strategies such as pricing strategies depend on elasticity of demand; lowering prices might destroy brand image and cut profit margins. In the short term low price strategy may be successful in increasing market share but not in medium and long term profit margin and brand position. One of the traditional business strategies, ‘low cost leadership, involves cutting costs, closing plants and reducing workforce; certainly, this is not a quick win strategy, but in the long term it results in maximising profits. Strategies such as value marketing and customer segmentation rely on knowledge of the market. The market structure during the recession is changing, as is value perception; therefore market segmentation provides an opportunity of successfully meeting the expectations of consumers in the targeted segment. Researching levels of satisfaction and building on them appears to be a way of increasing customer loyalty.

Very different to quick win strategies because of ease of implementation and payback is market and product differentiation. Development of new products, entering new markets or building brands always signifies high expenses; usually, in a recession, managers believe that cutting costs maximises the possibility of survival; but, on the other hand, since competitors are weak, the level of necessary investment is relatively lower and such strategies such as new market entry and new product development may provide benefits in the future when economic trends change and a general economic recovery will increase all costs, including those of marketing investment.

The economic crisis which began in December 2007 has different characteristics depending on geography and on the measures taken by governments to limit the negative impact on their national economies. For example China is the country targeted by many international companies including large retailers. So international Expansion may also be suggested as a strategy in difficult economic conditions.

3. Marketing management recommendations in a time of economic downturn

The current economic crisis is nothing new; shortly after its inception in December 2007 there was a range of suggestions for entrepreneurs as to how to survive the recession and await better times. Some of these suggestions were of a short-term nature, and suggested tactical rather than strategic actions; in time, as awareness of the nature and seriousness of the crisis increases, there appeared other suggestions based on the actions of entrepreneurs. It is

worth examining some of these, which we may call 'survival kits' from the early days of the crisis, when experts had knowledge about the course of earlier crises and on the basis of this developed their recommendations, and then to analyse these packages several months or even a year or so later, when economic reality had tested the efficacy of these suggestions. At the end of the first decade of the twenty-first century, thanks to the so-called new media, the experiences or ideas of specialists may be almost immediately made public. The internet, with its web pages, blogs and social portals is a source of knowledge and a channel for the transmission of ideas. Marketing professionals use blogs and internet portals specialising in management and marketing, some of which become opinion forming media thanks to the authors of their content, i.e. experts, often academics from renowned marketing educational establishments. An example of this is the portal www.marketingprofs.com, where in January 2008 Glen Gow presented his ideas⁵.

1. Spend Smarter

A reduction in marketing expenses is very quickly considered as means of cutting costs. The manager should show his readiness to spend rationally. Limiting expenditure will affect all sections of the company. It is crucial to show, that activity connected with the realisation of marketing strategies is rational and has its justification in ROI (Return of Investment) indicator.

2. Double-Down on your current customers

Many companies try to constantly seek out new consumers; in times of recession a practical solution is to rely on existing customers, who, in times of economic downturn, count on trusted sources of products. G Glow encourages companies to reach out to the customer by recognising his needs; 'care for them, and they will be even more likely to stick with you when the going gets tough.'

3. Outsmart your competitors

Difficult economic times, as past experience has shown, always mean that some firms cannot cope with the problems that such times entail; therefore, this is an excellent opportunity for the takeover of rival companies. A key to success can be the readiness to introduce changes in an offer aimed at target markets.

4. Invest in growing market segments

⁵ G.Gow, Five Tips for Marketing in a Recession <http://www.marketingprofs.com/8/five-tips-marketing-in-a-recession-gow.asp>

A characteristic of recessions is that, while problems affect all market players, there are nonetheless some segments that grow faster than others. The challenge is to identify opportunities in segments that have been part of the company's activity, but which to this point have not been its main focus, and also in areas that are entirely new. It is nonetheless necessary to consider the necessity of reducing expenses in those segments which have suffered most in the downturn.

5. Fight for your resources

Marketing is one of the strategic domains of the company; lack of understanding by managers of the place and significance of marketing results in a disproportionate reduction in the marketing budget, which leads to disaster. The challenge is to convince managers/executives in a given firm of the importance of marketing investment.

As a comparison it is worth mentioning suggestions regarding marketing made by the renowned academic professor John Quelch of the Harvard Business School, who argues that a period of crisis is a time in which employees are worried about the possibility of losing their jobs, customers look for bargains, distributors are concerned about the possibility of a fall in turnover, but nevertheless this is not a time for reducing marketing expenses. A key problem is understanding that the needs of customers and partners have changed as a result of economic collapse and that the activity of the firm should be adapted to the new conditions. In the beginning of 2008 Prof. Quelch proposed 8 pieces of advice for companies⁶:

1. Research the customer. Prof. Quelch argues that there is an increase in the need for information regarding changes in expectations and changes in purchases; for example, the consumer limits his purchases or even refrains from them. A trusted brand has a special place in the customer's mind, whereas new products lose their interest. As Quelch writes: 'Must have features of yesterday are today's live-withouts'.

2. Focus on Family Values: In hard times people tend to return to family values, to the safety and warmth of domestic life, hence the images in advertising should be redefined. Instead of adventure and extreme sports 'cosy hearth and home scenes' should appear. More people staying at home will result in increased sales of many products such as home furnishings and home entertainment, telephone use etc.

3. Maintain marketing spending. A recession is not the time for a reduction in advertising expenses. Prof. Quelch argues that there are many indicators that brands that increase advertising during a recession, when competitors decided to cut promotion budgets, can

⁶ J. Quelch, Marketing Your Way Through a Recession, <http://hbswk.hbs.edu/item/5878.html>

increase market share and ROI at lower cost compared to good economic times. It is also worth considering changes in advertising, which is adapted to the consumers behaviour. Quelch notes that as the consumers spend more time at home, they watch more television, hence an increase in the significance of this advertising medium, and in the importance of direct marketing.

4. Adjust product portfolios. The statement ‘Gimmicks are out; reliability, durability, safety and performance are in’ encapsulates this idea. Customers seek other qualities than in times of prosperity; new products which suit current conditions may appear, but advertising should stress superior price performance, not corporate image.

5. Support Distributors.

In times of recession no-one wishes to freeze their capital, hence the producer should also seek ways of supporting his partners in distribution. It is worth examining the warning against expanding distribution to lower priced channels, as this can destroy hitherto good relations and damage brand image. Also important is the suggestion to examine the distribution chain, to eliminate its weaker links and to strengthen sales forces with personnel made redundant from other companies

6. Adjust pricing tactics

Customers will be shopping around for the best deals. This is obvious, but it does not necessarily mean a reduction in prices; it is possible to have other means of making prices more attractive, such as quantity discounts and the extending of credit to long-standing customers. Quelch considers that price cuts attract more consumer support than promotions such as sweepstakes and mail-in offers.

7. Stress market share it is difficult not to agree that in many markets there is a battle over specific market share. In times of recession companies with most productive cost structures can expect an increase in market share. The remaining companies with sufficient resources can seek out their opportunities by acquiring weaker competitors.

8. Emphasise core values. The final element noted by Quelch is core values. The internal relations of the company are an important and obvious source of strength, hence also in difficult times CEOs must spend more time building relations within the company as well as with clients. Quelch comments: ‘Successful companies do not abandon their marketing strategies in a recession; they adapt them.’

The above advice for marketing management staff in a company is but one example of many such suggestions which can be found on the internet and in articles, many of which have an advertising-like nature, as they stress the necessity of enriching our knowledge of and

use of such services as for example⁷ 1. Plan Ahead, 2. be proactive, 3. Be Client oriented. 4. Add value. 5. Be smart in your marketing decisions. 6 Leverage Down Time. To these the author K.W, Brown adds one more, namely 'learn from business experts. It is possible to agree with all of these suggestions and perhaps it would not be worth quoting them, were it not for the fact that K. Brown, as can be seen from his page, specialises in services for legal firms, a domain which as we can see has also felt the effects of the crisis and which has shown specific characteristics in dealing with these effects.

Therefore perhaps we should compare the advice of experts dealing with various markets and attempt to find common characteristics or suggestions of many renowned experts in marketing as in the table 1

A survey of the tactics used in various sectors shows, that the most important course of action involves relying on the old rule- the customer is king. Understanding the needs of the customer, building contacts, being 'your customer's ally'. Experts are convinced of the necessity of benefiting from new means of communication; twitter linkedin and facebook provide the opportunity of getting closer to what customers really think.

The practice of marketing management has always been a source of marketing models elaborated by specialists and teams of experts. By being discussed and proven they become part of marketing as an academic discipline and to recognised academic dictionaries and textbooks. It is possible to speak of the evolution of the concept of marketing and it is even claimed that a new marketing orientation is appearing, and that the recession is favouring its growth.

4. The concept of Holistic Marketing

Marketing orientation and similar definitions of marketing are evolving and are linked to the conditions of realising marketing tasks. The American Marketing Association, which is the oldest and largest organisation for the practice and theory of marketing formulates its definitions and passes them on to be adapted to marketing practice An important fact is that the AMA, at regular intervals, evaluates the accuracy of its definitions and their relevance to actual conditions and methods of understanding , and, if a definition needs to be altered, it examines it, consulting with many specialists and finally presents the results of its work in an official communiqué. The first definition was adapted in 1935⁸; we may add that that

⁷ K.W, Brown, 7 Steps to Marketing during a Recession.
http://www.kevinbrownmarketing.com/Article_7_Steps_Marketing_Recession.pdf

⁸ AMA Adopts New Definition of Marketing <http://www.marketingpower.com/content24159.php>

definition lasted until 1985, i.e. for 50 years. New definitions are formulated by the AMA very rarely. The last two versions appeared in 2004, and in 2007⁹ the next was announced. These definitions reflect the current knowledge and experiences of numerous entrepreneurs, hence also, omitting earlier formulisations we should perhaps focus on the last two. In the definition of 2004 a clear reference to relation marketing may be found, presenting the need for relationships management, and there is also reference to the value and benefits for the client as well as the entrepreneur. The subsequent official version of the AMA from 2007 speaks of actions, a collection of institutions and processes, the creation of communication and the provision of special offers, which have value, and here we see the greatest change in comparison to previous definitions, for customers, consumers, partners and the whole of society. This means a broadening of the range of responsibility of marketing. From the perspective of this topic those elements are relevant, which refer to the domain of adapting marketing strategy and the tools used for the realisation of this strategy. It is also important that in both definitions we can clearly see the significance of the customer and the need to provide him with the value he expects, and in the 2004 definition, apart from activities connected with creation, information and provision of value, we see a reference to the necessity of managing through relationships. It may be assumed that this occurred under the influence of the scholarship of authors dealing with business-to-business marketing and services. In marketing in the beginning of the 1980s, particularly in Europe, Scandinavian authors develop the concept of relation marketing¹⁰. Also J. Kay¹¹ noticed the significance of so-called architecture in his concept of the roots of competitive advantage, treating the relations of employees with each other and with the external environment as one of the so-called distinguishing abilities. An exceptionally strong importance is attached to the relationship with the client in the works of CK Prahalad and Venekata Ramaswamy¹². In their work 'The future of competition' (2003) we see the sub-heading which presents the authors concept: 'Co-creating unique value with customers'.

⁹ "Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders." AMA 2004; "Marketing is the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large." AMA 2007

¹⁰ Patrz np. J. Otto, *Marketing relacji*. Wydawnictwo C.H.Beck, Warszawa 2004, s. 36 i dalsze

¹¹ J. Kay, *Podstawy sukcesu firmy*, Państwowe Wydawnictwo Ekonomiczne, Warszawa 1996, s. 99 i dalsze

¹² C.K Prahalad, Venekat. Ramaswamy, *The Future of Competition. Co-creating Unique Value with Customers*, Harvard Business Press 2003, Polish ed. -*Przyszłość konkurencji*. Polskie Wydawnictwo Ekonomiczne Warszawa 2005

Have we seen the appearance of a new marketing orientation. All the signs show that this is indeed so, as one of the unquestionable gurus of marketing, Prof. Ph.Kotler, who reacts very swiftly to changes in this domain, has listed among the possible company orientation Production Concept, Product Concept, Selling and Marketing concept new one Holistic marketing concept¹³. In his explanation 4 relevant elements create a whole and build a unified system¹³:

1. Relationship Marketing, whose goal is to build satisfactory, long term relations with key elements of the environment, namely customers.

2. Integrated Marketing, whose goal is to integrate and coordinate many activities in order to communicate and provide value.

3. Internal Marketing assures that all members of an organisation recognise the assumptions of marketing concepts. Not only does the realisation of internal marketing require that those people directly connected with the creation of value for the consumer coordinate their activities, bearing in mind the needs and expectations of the customer, but also that those sectors, which do not have such influence, recognise in accordance with what was once called marketing philosophy, that all participants in the process of creating value should share the same ideas with regard to the importance of the customer in the company system. Marketing itself is also aimed at all members of the company.

4. Socially responsible marketing requires understanding and taking into consideration a range of contexts: ethical, environmental, legal and social activity of the company, functioning in a definite socio-economic environment.

It is interesting to note the fact that in the numerous suggestions by marketing experts of various tactics we can find elements which belong to a holistic system.

Conclusion

The recession period, together with crises with many causes, are nothing new, and rapid changes only surprise those who are unprepared. This also applies to changes on a smaller scale which pertain to particular product markets. The management of a system such as a company requires the adaptation of management methods to possible disruptions in a system for reacting to events and for pre-empting them. We have formulated the argument that in marketing management the concept of holistic marketing may be an appropriate method for surviving the period of recession. It seems that if we are questioned as to the validity of this

¹³ Ph. Kotler, K.L. Keller, *Marketing Management* 13 Edition, Pearson International Edition London 2009 s. 59-66,

argument we may answer that it is indeed correct. Analysis of the methods used by various teams of experts showed a wide range of possible actions, which complement each other forming a mosaic-like whole. Let us return to our question regarding what holistic marketing means. The very nature of its concept- a systematic and holistic approach, shows its superiority over fragmentarised, isolated management of different domains. A holistic system allows for the so-called synergic effect. In the past, a similar revolution took place in the moment of the spreading of the concept '4 X P' (product, price, place, promotion). A further argument in its favour is a number of sub-systems and the benefit of specific elements of this system, namely relation marketing, socially responsible marketing, the integration of the marketing communications system and distribution channels, the appeal to the whole team to work together to achieve common goals, have all been proven through research, and all combine to create a unified system which is the appropriate response for a change in the economic environment. This system has certain features which ensure continuity- the forging of durable relations with clients and partners, or indeed the integration of the internal communication channels and other elements which create this concept allow us to state that holistic marketing is not a 'survival kit' but a system which ensures not only the successful resistance to difficult times but also the permanence and growth of the company. Nevertheless, there still remains the unanswered question as to whether this proposition is yet another witty idea in marketing management, or whether, as seems to be the case, it is a permanent further orientation in marketing. We must wait for the answer to this question, since it is real life that the test of the permanence of certain ideas.

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TABLE:

<p>Selling for Retailers By Skip Anderson » Website: sellingtoconsumers.com » Blog: blog.sellingtoconsumers.com » Podcasts: podcasts.sellingtoconsumers.com » Follow on Twitter: twitter.com/skipanderson » Connect on LinkedIn: linkedin.com/in/skipanderson</p>	<p>Managers, get on the sales floor Don't wait for business to get back to where it used to be. Hold a "talk to our customers" event. Distribute a daily insider sheet to your browsers. On busy days, place a manager outside your store Hire <i>sales</i> people to sell, not <i>customer service</i> people. Create an invitation-only promo where your customers determine the invitation list. Ask your front-end salespeople where your company is missing opportunities at the store level. New and different sales training can help you weather this new and different selling environment. Teach your employees how to reach out to their personal and family</p>
<p>Selling to Public Sector Clients By Mike Kujawski » Blog: mikekujawski.ca » Follow on Twitter: twitter.com/mikekujawski » Connect on LinkedIn: linkedin.com/in/mikekujawski</p>	<p>Be open to change. Develop a personal marketing strategy. Crowdsource your work! Learn to give content away for free. Assume that the whole world will see any digital content that you produce. Understand the phrase: "You are whoever Google says you are." Be your own biggest critic. Create short, concise, deliverables. Avoid the use of bullets in presentations ("death by PowerPoint"). Meet with past clients every quarter for lunch. Always be learning. Love what you do.</p>
<p>Selling for Insurance Agents By Mike Wise » Blog: blog.insurance-technologies.com » Follow on Twitter: twitter.com/mikewise07 » Connect on LinkedIn: linkedin.com/in/mikewise07</p>	<p>Assess the prospect's channel Assess and continuously improve your writing skills. Network continuously, in-person and on-line. What is your message? Understand referrals. Develop a professional blog. Develop a Web storefront. Use automated tools Add value within your community or sphere of influence. And of course, understand your product inside and out.</p>
<p>Selling for Lawyers</p>	<p>It costs less to delight a client than it does to frustrate him.</p>

<p>By Matt Homann » Blog: thenonbillablehour.typepad.com/nonbillable_hour » Follow on Twitter: twitter.com/matthomann » Connect on LinkedIn: linkedin.com/in/homann</p>	<p>You'll never be passionate about selling yourself until you start searching for clients you'll be passionate about serving. The most effective way to get new clients is to impress old ones. When meeting a potential client, don't sell your competence, sell your compassion. Recognize that while it is usually easier to ask for new business from prospective clients The most compelling thing you can sell to a prospective client is more sleep. There are (at least) 10 things your clients wish you'd do differently If your clients can go months without hearing from you, they can go forever without recommending you. Never assume your current clients know all you can do for them. The single best sales strategy in the world "How do I get more clients like you?"</p>
<p>Selling to Buyers of Health Care Products By Anneke Seley » Blog: sales20book.com/wp/blog » Follow on Twitter: twitter.com/annekeseley » Connect on LinkedIn: linkedin.com/in/annekeseley</p>	<p>Find out what it's like to be in your customers' shoes. Align your marketing strategy and programs with sales goals, both long-term and short-term. Help your customers win. Don't assume that what worked in the past is still effective. Try engaging prospects by phone and the Web. Try strengthening customer relationships by phone and Web. Measure your sales process. Strengthen your online presence. Collaborate with other salespeople. Constantly try new things.</p>
<p>Selling for Accountants & Consultants By CharlesH. Green » Blog: trustedadvisor.com/trustmatters » Follow on Twitter: twitter.com/CharlesHGree n » Connect on LinkedIn: linkedin.com/in/charleshgreen</p>	<p>Surprise your clients with something for free, even in tax season, when everyone thinks you're busy Hold topical, lunchtime, 60-minute phone calls for five of your medium-sized clients' treasurers on recession-relevant topics. If you're a professional services firm with underemployed staff, offer to swap them for a client's similarly underemployed staff. In tough times, shift your business development efforts away from new client acquisition to existing client development. Buy two tickets now for a major cultural or athletic event Offer to defer payment It's a naked world—you really can't hide anything anymore Once you develop your plans for addressing the recession, share your information and concerns with key customers, Do NOT tell your business development people to close existing client deals sooner There are no free lunches.</p>
<p>Selling into Telecommunications</p>	<p>Financial) Engineer It! Go after the ones that got away.</p>

<p>Markets By John Caddell » Blog: caddellinsightgroup.com » Follow on Twitter: twitter.com/jmcaddell » Connect on LinkedIn: linkedin.com/in/jmcaddell</p>	<p>Get more out of customers' existing processes. Help companies reinvent themselves. Make use of "stranded assets." Help them improve the end-customer experience. Understand (deeply) why your customers use you. Seek out the white space. Remove geographic blinders. Try what worked before.</p>
<p>Selling Technology By Dave Stein Blog: davesteinsblog.wordpress.com » Follow on Twitter: twitter.com/davestei » Connect on LinkedIn: linkedin.com/pub/0/087/906</p>	<p>Don't sell technology, sell business improvement. Understand that risk is a big concern to your customers. If you have a truly unique product, demo early. Qualify some more. Execute better than your competition. Leverage the trend: IT people are becoming more business-oriented. Don't get distracted by all this new technology: Sales 2.0, Facebook, Twitter, LinkedIn. Focus on what and how your customers want to buy. Leverage your sales engineers. Tune up your competitive selling skills.</p>
<p>Selling in Service Businesses By Jill Konrath » Blog: sellingtobigcompanies.blogspot.com » Follow on Twitter: twitter.com/jillkonrath » Connect on LinkedIn: www.linkedin.com/in/sellingtobigcompanies</p>	<p>Adopt your customers' objectives as your own. Make sure every single contact is valuable – for your customer. Challenge your customer's thinking. Slow the decision process down. Bring your customers a way to spend less money with your company. Frame everything from your customer's perspective. Update customers on what their colleagues are doing. Respect their time; it's their most precious commodity. Help customers understand and navigate the internal barriers to changes. Use changing priorities to continually bring value. Detach from the outcome.</p>
<p>Selling Media By Anne Miller Website:annemiller.com</p>	<p>Stay current on position changes. Know your advertiser's business issues: objectives, challenges, current solutions. Ask how your advertiser sees himself in his competitive set. For high-end products, establish the value of a customer. Kill the canned general presentations. Integration is key. Be an intelligence resource to your advertisers. Don't get stuck calling on your friends or trapped at one level. It's the client's money. Talk at the contextual level of the person you are seeing: profits and market share to senior executives and marketers, efficiencies and reach to media planners.</p>

<p>Selling to Manufacturers By Dave Brock » Website: excellenc.com » Blog: partnersinexcellence.blogspot.com » Follow on Twitter: twitter.com/davidabrock</p>	<p>If you normally turn right when walking through your customer's front door, on your next visit turn left. Look upstream and downstream in the process flow. Look at key/hot issues the industry faces, and show your customer how your products and services address those issues. Leverage plant consolidation and downsizing to your advantage—and to help the customer. Make sure they are using your products and services as efficiently and effectively as possible. Focus on supply-chain efficiency. Ask your best customers to introduce you to their most important suppliers. Look at what is happening to your customers' customers. Become best friends with the finance/controller functions in your customer. Focus on rich collaboration with your customer. Ask your customer how you can help, and listen to what he says.</p>
<p>Marketing in recession: 9 Rules of Thumb Frank Durden (Ogilvy Advertising - London) Haruna McWilliams (Ogilvy Group UK - London)</p>	<p>Absolute levels of spend are often less important than share of voice Downturns provide a window of opportunity for cheap share gain Cuts in MarComms can produce tempting short term gains in profitability, but rarely pay off in the long term Price promotions drive volume uplifts but destroy long-term value No one wants to feel cheap: create added-value, not price reduction Creating new opportunities, new markets, new phenomenon: "Staycation" in the U.S Rely on data not intuition Consumers are willing to spend premium for brands with high "bonding" Consumers will scrutinise your brand's value equation more closely</p>
<p>Marketing Strategies during an Economic Downturn Bob Basmadjian Spectrum Marketing & Communications</p>	<p>Customer Research is Key Public Relations - More Bang for the Buck Advertising Interactive Marketing White Papers Trade Shows Build Brand Awareness with Your Target Audience Getting Beyond "No"</p>
<p>Marketing in an Economic Downturn AMA Survey 2008</p>	<p>Shape the Message, Don't Slash the Price Focus on Who NOT to Target Stand Apart from the Crowd and Invest in Innovation Sustain the Brand</p>
<p>Economic downturn strategies motivated by</p>	<p>Pricing as a short-term strategy Increasing presence in emerging markets</p>

<p>drive for market share Euromonitor International</p> <hr/> <p>3 Mar 2010</p>	<p>Developed markets continue to be of strategic importance Being more inclusive Enhancing brand experience Looking forward</p>
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Source: Skip Anderson, Mike Kujawski, Mike Wise, Matt Homann, Anneke Seley, Charles H. Green, John Caddell, Dave Stein, Jill Konrath, Anne Miller, Dave Brock Selling through a Slump An Industry-by-Industry Playbook to Help You Prepare for the Recovery, [http:// whobloginwhat.com](http://whobloginwhat.com), Frank Durden, Haruna McWilliams Marketing in recession: 9 Rules of Thumb, [http:// www. ogilvyone.com](http://www.ogilvyone.com), Marketing Strategies during an Economic Downturn www.spectrum-marketing.net , Marketing in an Economic Downturn, www.marketingpower.com, Economic downturn strategies motivated by drive for market share <http://www.portal.euromonitor.com/Portal/DocumentView.aspx>, Marketing Sherpa <http://www.marketingsherpa.com/Reports/DownturnReport.pdf>