

On Basic Business Functions & Activities

The Basic Economic Equation

$$\text{REVENUES} - \text{EXPENSES} = \text{PROFIT} / \text{LOSS}$$

Η Βασική Εξίσωση της Οικονομίας

$$\text{ΕΣΟΔΑ} - \text{ΕΞΟΔΑ} = \text{ΚΕΡΔΟΣ} / \text{ΖΗΜΙΑ}$$

$$\text{REVENUES} - \text{EXPENSES} = \text{PROFIT / LOSS}$$

%

%

MARKETING

ACCOUNTING

SALES

FINANCE

STRATEGY

INNOVATION

HUMAN RESOURCES

ORGANIZATION

OPERATIONS

**The Exec. MBA
Examines and
Aims to Manage
all the Functions
& Business Activities
that affect
this Equation**

Executive MBA courses that will cover ...

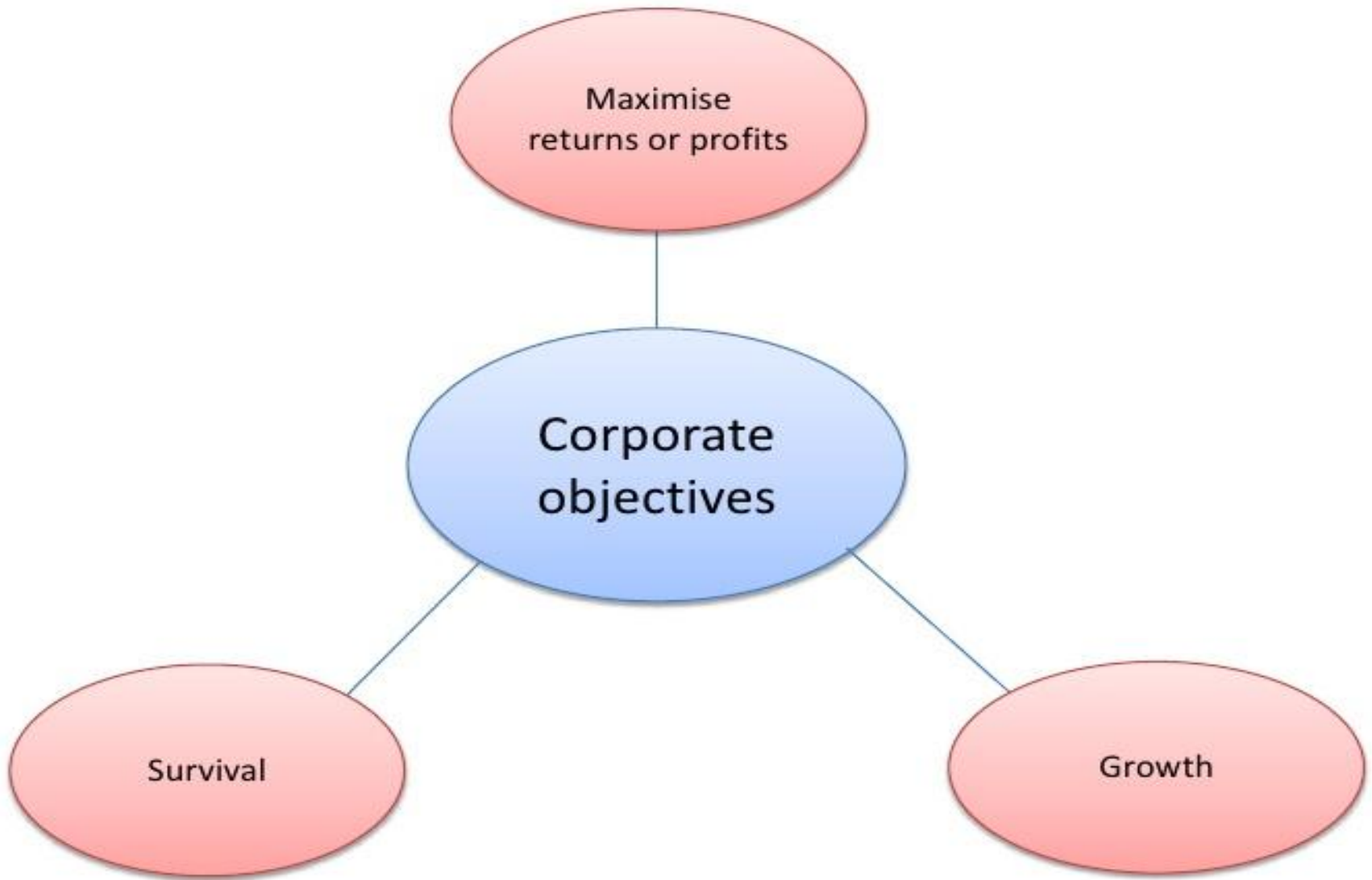
	Module Name
1	Applied Research Methods
2	Strategic Management
3	Accounting Management
4	Financial Management
5	Marketing Management
6	Operations & Project Management
7	Human Resources Management
8	Leadership Management
9	Innovation Management
10	Ethics and Social Responsibility
11	Thesis
12	VIVA

Business Operations

Key functions in business



Business Objectives



Accounting

Financial Analysis on 3 Accounts

Income statement (INRmn)

Fiscal year ending	03/13
Operating income	82,793
EBITDA	21,626
Other income	2,158
Depreciation	2,952
EBIT	20,832
Interest	276
Net extra ordinary items	398
PBT (reported)	20,954
Total taxes	5,443
PAT (reported)	15,511
(+) Share in assoc. earnings	(62)
Less: Minority interest	-
Prior period items	-
Net income (reported)	15,449
Aventus net income	15,449
Aventus dil. shares (mn)	802.9
Aventus EPS (INR)	18.7

Cash flow statement (INRmn)

Net profit + Depreciation	18,401
Deferred tax	0
Working capital changes	-6,480
Less: Other income	2,158
Cash flow from operations	9,763
Capital expenditure	-6,972
Others	-10,478
Cash flow from investing	-17,451
Equity raised	0
Change in borrowings	9,379
Dividends paid (incl. tax)	-3
Others	-1,163
Cash flow from financing	8,213
Net change in cash	526

Balance sheet (INRmn)

Fiscal year ending	03/13
Net worth	90,187
Minority interest	-
Total debt	9,671
Deferred tax liability	2,805
Total liabilities	102,663
Net block	36,100
CWIP	3,778
Goodwill	-
Investments	25,324
Cash	1,430
Inventories	23,871
Debtors	16,688
Loans and advances	9,387
less: Current liabilities	11,091
less: Provisions	2,824
Net working capital	37,461
Total assets	102,663

Source: Bloomberg, Aventus Research

Financial Analysis

```
graph LR; A[Financial Analysis] --> B[Test of Profitability]; A --> C[Test of Financial Health]; B --> D[Debt Ratio]; B --> E[Current Ratio]; B --> F[Collection Period]; C --> G[Return on Sales]; C --> H[Inventory Turnover]; C --> I[Return on Investment];
```

Test of Profitability

Debt Ratio

Current Ratio

Collection Period

Test of Financial Health

Return on Sales

Inventory Turnover

Return on Investment

Finance

Production & Operations

Marketing & Selling

By using ... **Conventional MKTG ... tools**



and/or ... **Digital MKTG ...tools**



Consumers behave the same ...

The Buyer's Journey



...and ... MKTG aims to ...

Attract Prospects

Attract potential buyers, influencers, and referral sources.



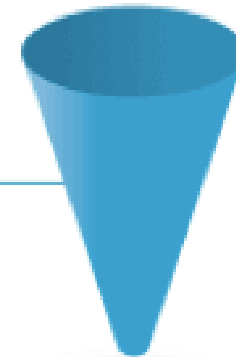
Build Engagement

Deepen engagement with your prospects and turn them into educated and qualified opportunities.



Turn Opportunities into Clients

Make the decision easy for prospects that are ready to buy.



...by following the **triple imperatives** ...

A) *VISIBILITY*

B) *LOYALTY*

C) *PROFITABILITY*

The Key to increasing.... Sales

Great salespeople are
relationship builders who
provide value and help
their customers win

Jeffrey Gitomer

PICTUREQUOTES.com



**“Make a customer,
not a sale.”**

Katherine Barchetti



Relationship



Price



What is sales?

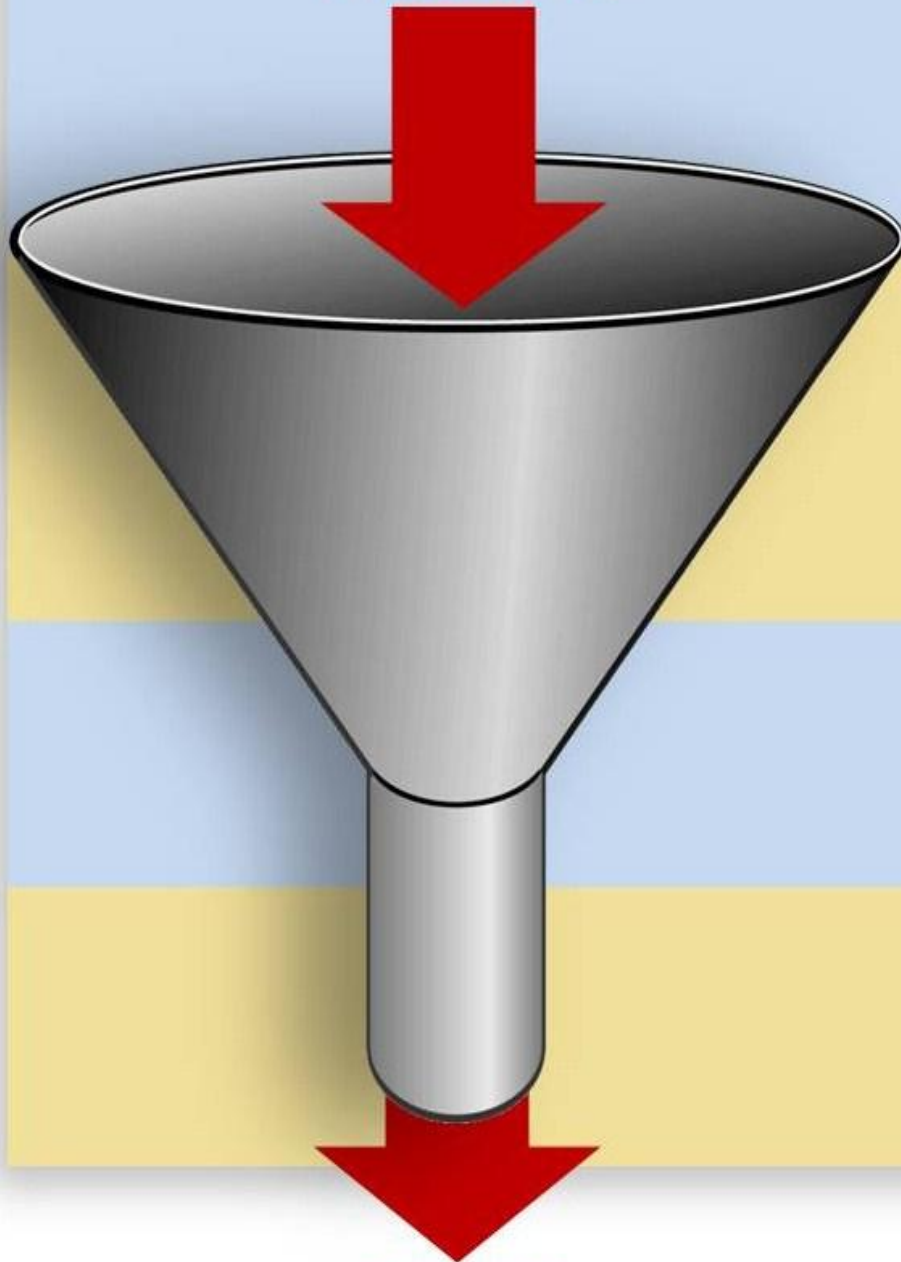


Message



Product

PROSPECTS



CLIENTS

1. PROSPECTING

Identifying the right clients and opportunities

2. CULTIVATING

Building strong relationships and uncovering client needs

3. POSITIONING

Demonstrating your value and developing innovative solutions

4. CLOSING

Delivering a compelling win-win proposal

Sales & Relationships



Put the
relationship
before the
sale.

Building Relationships

The key to getting along with people is **respect**, or consideration for others.

Customer Interaction

Pillars of Sales Support

Enhance the Relationship

- **Be available**
- **Arrange continued personal communications**
- **Maintain quality of products/services**
- **Provide ongoing updates and progress reports**
- **Be a resource for info, help and ideas**
- **Grow the business internally**
- **Ask for referrals**

* Customer Relationship Management

- * Customer relationship management (CRM) is a system for managing a company's interactions with current and future customers. It involves using technology to organize, automate and synchronize sales, marketing, customer service, and technical support.
- * CRM as "a term for methodologies, technologies, and e-commerce capabilities used by companies to manage customer relationships, and the management approach that involves identifying, attracting, developing and maintaining successful customer relationships over time

... MKT or MKTG Research? ..



... MKT or MKTG Research? ..

Fig. 1.2



... and has a clear objective!!! What?



... especially the 2 CCs ... Imperative ...

Types of Marketing Research

Consumer Research

- Awareness, Attitude, and Usage Studies
- Consumer Segmentation Analysis
- Market Dimension Analysis
- Product Research
- Media Research
- Consumer-Tracking Devices
- Motivation Research
- Consumer Satisfaction Studies
- Advertising Research

Competitive Research

- Competitive Market Analysis
- Competitive Intelligence
- Pricing Research
- Conjoint (tradeoff) Analysis



... but also other areas ...

Marketing Research

1

Customer Research

2

Advertising Research

3

Product Research

4

Distribution Research

5

Sales Research

6

Environment Research

... indeed ... Research & Decision Making ...

Figure 1.5 The Role of Marketing Research in Marketing Decision Making



Customer Buying Behaviour (Consumer)

A) ANALYZING CONSUMERS

☐ Internal Factors affecting Buying Decisions

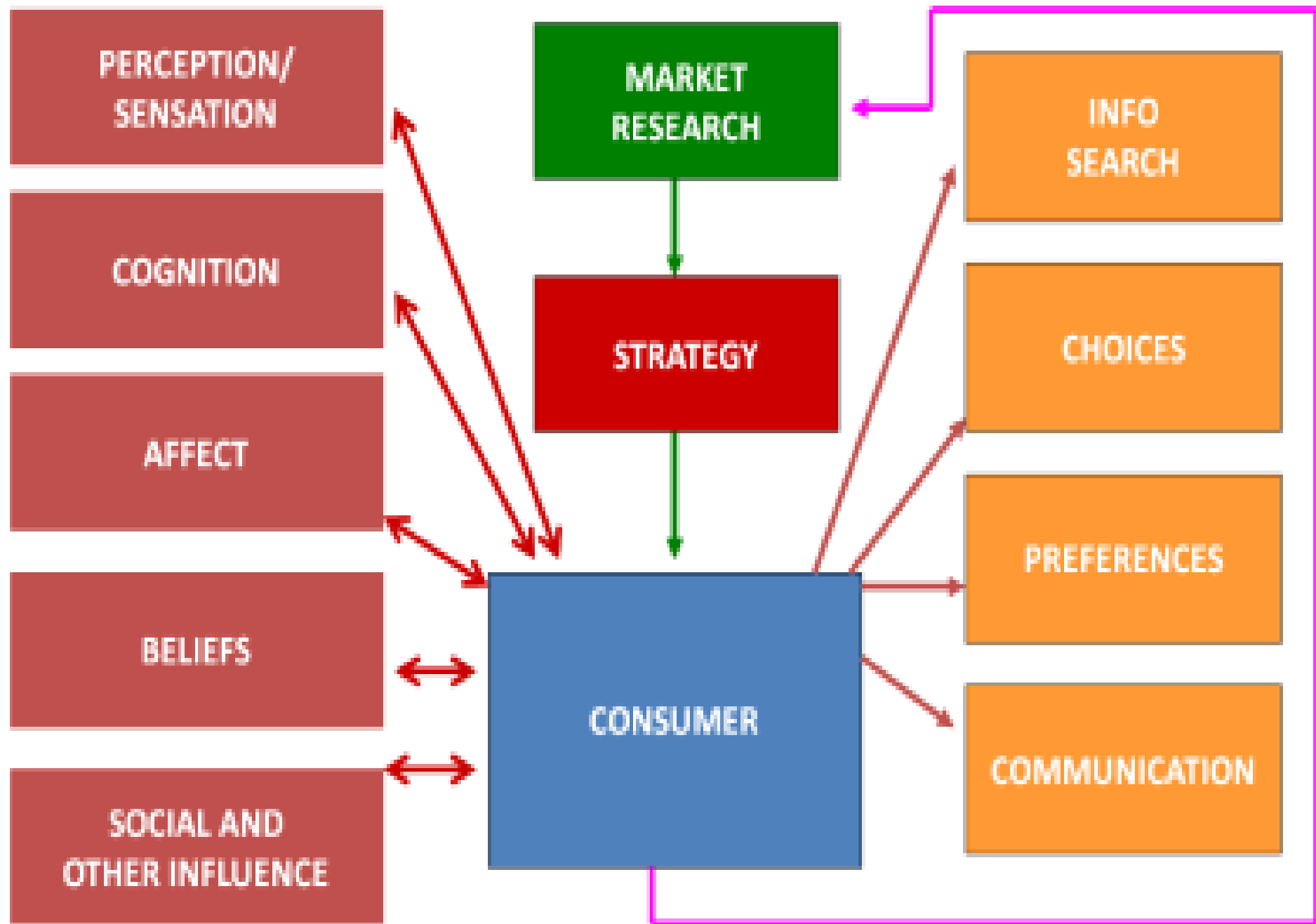
Consumer Buying Behaviour (Basic Model)

Buying Process

Needs

☐ External Factors affecting Buying Decisions

B) TARGETING CONSUMERS



CONSUMER BEHAVIOUR

Personal:

- Age
- Occupation
- Education



Culture:

- Social status
- Social class
- Subculture



Social:

- Reference groups
- Social roles
- Status
- Household type



Social Media:

- Youtube
- Facebook
- twitter



Customers' Response:

- Selecting Brand
- Buying time
- Repurchasing
- Buying intervals



Marketing:

- Strategies
- Promotions
- Advertising
- Communications



Psychological:

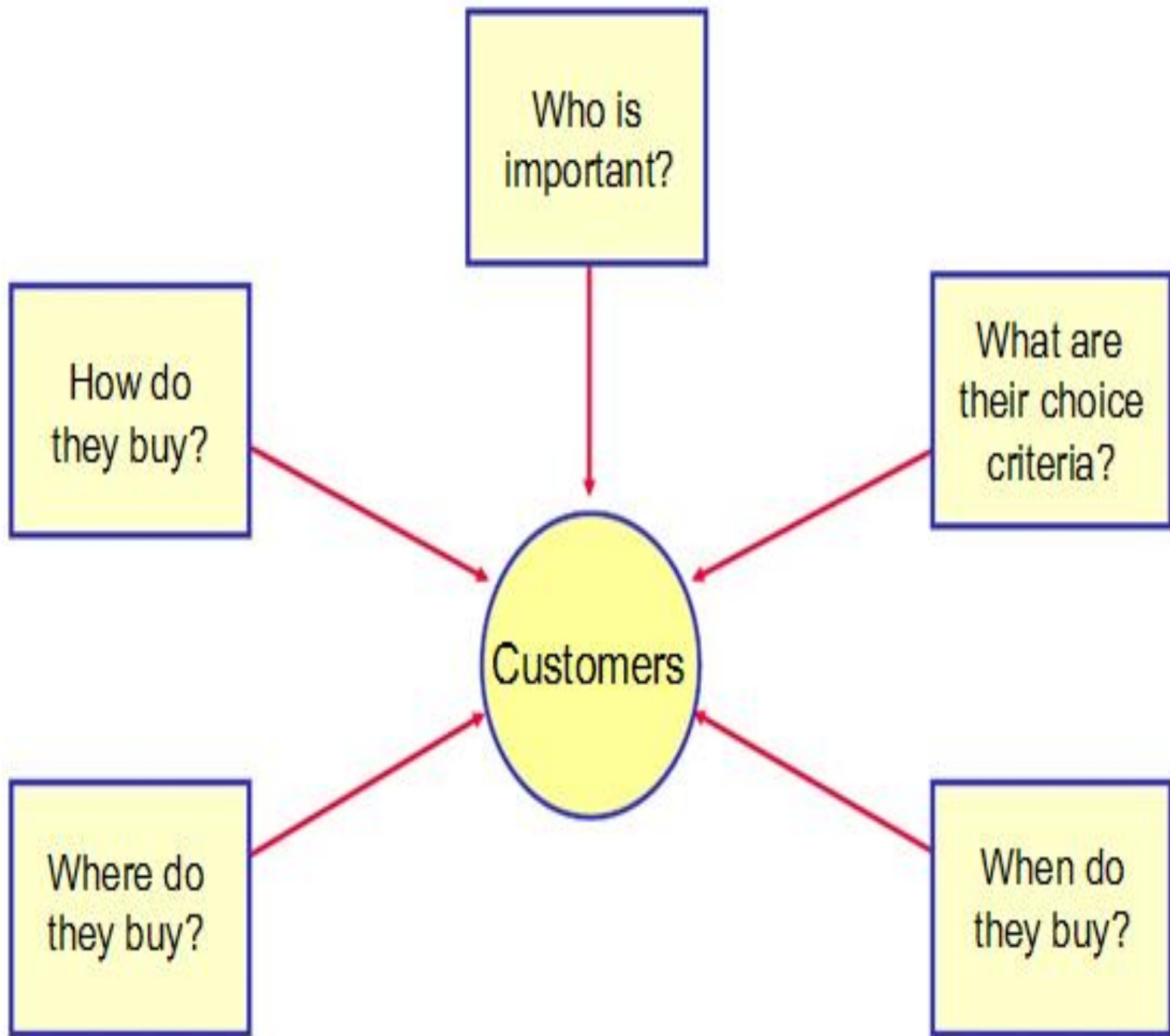
- Motivation
- Perception
- Beliefs and attitudes



Environment:

- Technology
- Economics
- Inflation
- Politics





Analyzing Consumers: How do they buy?

.....NEEDS.....

Specific Needs and Buying Behavior

NEED FOR ACHIEVEMENT

Value personal accomplishment

Place a premium on products that signify success (luxury brands, technology products)

NEED FOR AFFILIATION

Want to be with other people

Focus on products that are used in groups (alcoholic beverages, sports bars)

NEED FOR POWER

Control one's environment

Focus on products that allow them to have mastery over surroundings (muscle cars, loud boom-boxes)

NEED FOR UNIQUENESS

Assert one's individual identity

Enjoy products that focus on their unique character (perfumes, clothing)

Influences of Consumer Behaviour

```
graph TD; Root[Influences of Consumer Behaviour] --> Internal[Internal Influences]; Root --> External[External Influences]; Internal --> Personal[Personal Factors]; Internal --> Psychological[Psychological Factors]; External --> Cultural[Cultural Factors]; External --> Social[Social Factors]; Personal --> PList["a) Age<br/>b) Income<br/>c) Occupation<br/>d) Life Style<br/>e) Personality"]; Psychological --> PSList["a) Motivation<br/>b) Perception<br/>c) Learning<br/>d) Beliefs & Attitude"]; Cultural --> CLList["a) Culture<br/>b) Sub-culture<br/>c) Social class"]; Social --> SLList["a) Family<br/>b) Reference Group<br/>c) Role & Status"];
```

Internal Influences

Personal Factors

- a) Age
- b) Income
- c) Occupation
- d) Life Style
- e) Personality

Psychological Factors

- a) Motivation
- b) Perception
- c) Learning
- d) Beliefs & Attitude

External Influences

Cultural Factors

- a) Culture
- b) Sub-culture
- c) Social class

Social Factors

- a) Family
- b) Reference Group
- c) Role & Status

...Human Everlasting fight Within....



Utilitarian and Hedonic Shopping Values



Utilitarian

convenience, variety,
searching for quality
of products, and
reasonable price rate

Hedonic

emotional needs of
individuals for
enjoyable and
interesting shopping
experiences





Hedonistic Behaviour

- Pleasure seeking lifestyle
 - Emphasis on partying
 - Drug use & alcohol







Snapshot Segmentation System

BIG SPENDERS

Income: \$80 000 plus
High-maintenance lifestyle
Purchase goods to enhance their status
Respond to direct mail
Use Internet for purchases
Hot Spends: home decor, clothing, garden supplies, sporting goods, toys/games/novelties

SMART SHOPPERS

Income: \$50 000 to \$75 000
Work-life balance important
Respond to direct mail
Shop by catalogue
Look for quality, family-oriented products
Shop around for the best deal
Shop online
Hot Spends: household tools, appliances, home decor, digital camera, garden supplies

BEYOND BASICS

Income: \$40 000 to \$65 000
Empty nesters
Own their home
Enjoy dining and theatre
More disposable income than other segments
Respond to direct mail
Shop by catalogue
Hot Spends: garden supplies, jewellery, flowers

PENNY PINCHERS

Income: \$ 30 000 to \$ 50 000
Low income/high aspirations
Like to buy for their children
Respond to direct mail
Spend conservatively
Hot Spends: electronics, kids stuff, household tools, computer, sporting goods

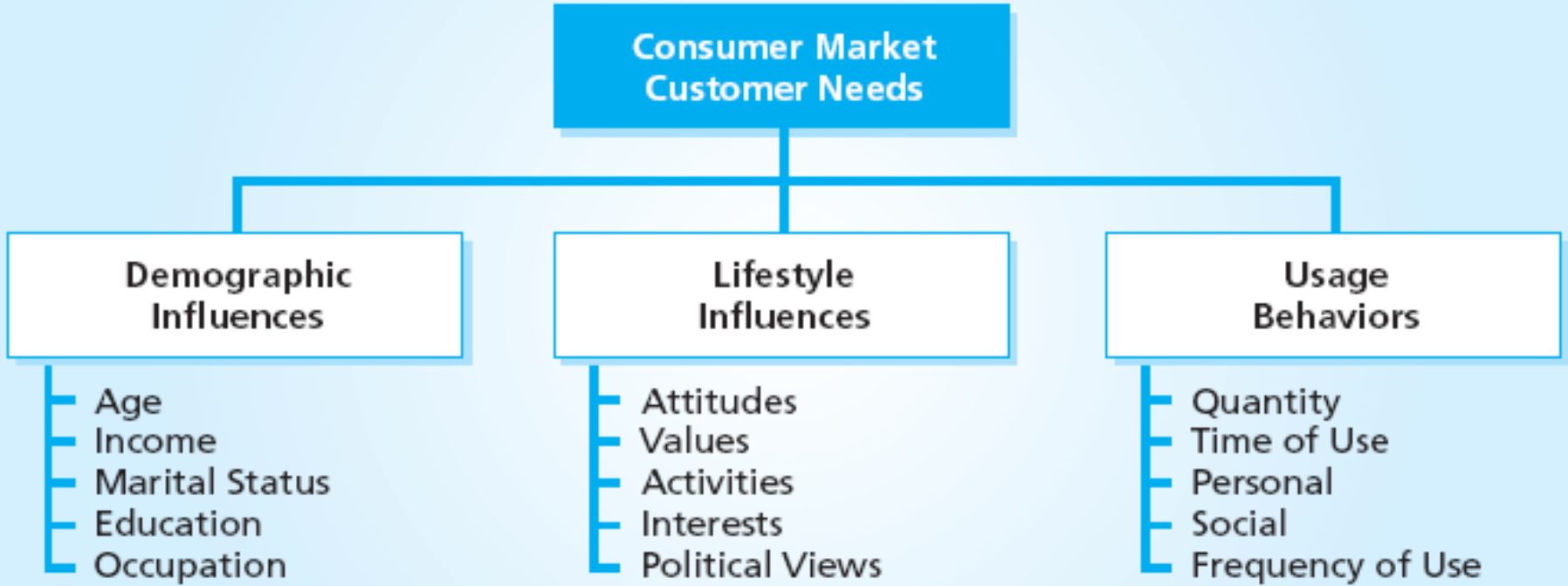
WANNABE SHOPPERS

Income: \$35 000 to \$50 000
“It’s all about me”
Impulsive, want to lead glamorous life
Early adopters of technology and new trends
Shop online
Hot Spends: clothing, DVD equipment and home electronics, computer, music/CDs

All about **SATISFACTION**

- *How well a store, product or service meet or exceeds **customer expectations**.*
- *This then becomes part of **the customer's internal information** that affects*
 - *future purchase decisions.*
 - *Unsatisfactory experiences can result in??*
 - *Satisfactory experiences can result in??*

What Drives Customer Needs



Business Customer Needs

Business-to-Business Customer Needs

Firm Demographics

- Number of Employees
- Sales Volume
- Number of Locations
- Years in Business
- Financial Situation

Company Culture

- Business Sophistication
- Growth Orientation
- Innovativeness
- Technology
- Decision Making

Usage Behaviors

- Application
- Quantity
- Time of Purchase
- Frequency of Purchase
- Users

Industrial, commercial and hi-tech customers needs are also shaped by company demographics, company culture and usage behaviors.

Small Business Market Segments

Growth-Oriented Entrepreneurs

Core Business Need
Ways to invest and grow

Firm Demographics
Medium size
More sophisticated
Higher in education
Ongoing financial plan

Purchase Behavior
Products that enhance productivity
High revenue per customer
Willing to buy value-added solutions

Value Proposition
*Solutions that help you grow
your business*



Cost-Focused Sustainers

Core Business Need
Ways to continue and save

Firm Demographics
Small in sales/employees
Less sophisticated
Lower in education
Limited or no financial plan

Purchase Behavior
Products that lower cost
Low revenue per customer
Confused by value-added solutions

Value Proposition
*Solutions that save your
business money*

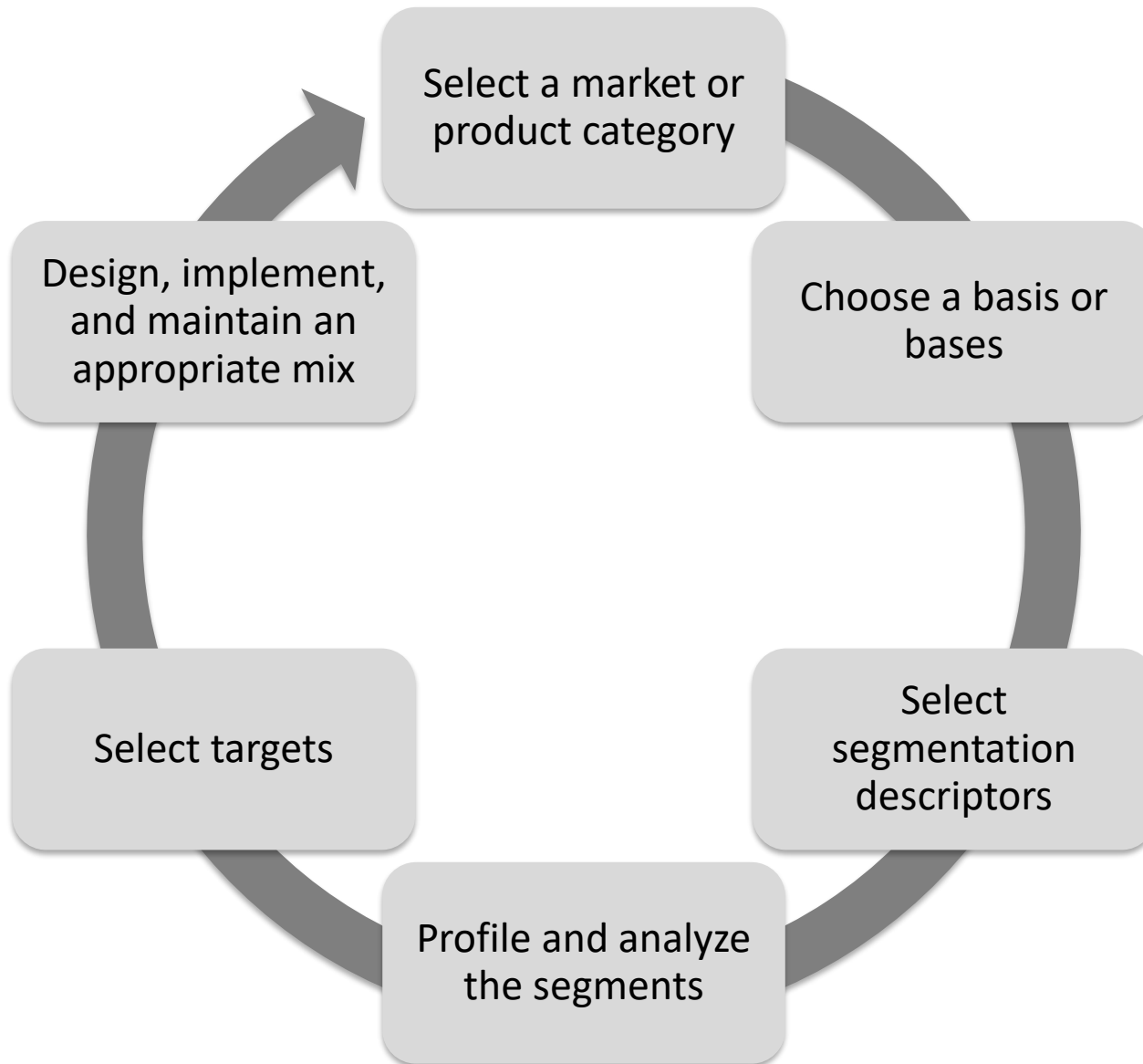
Growth-Oriented



Cost-Focused



Steps in Segmenting a Market



Three General Strategies for Selecting Target Markets

Undifferentiated

- A mass-market philosophy
- One marketing mix for the entire market

Concentrated

- A market niche to target—single segment
- Highly specialized marketing mix

Multisegment

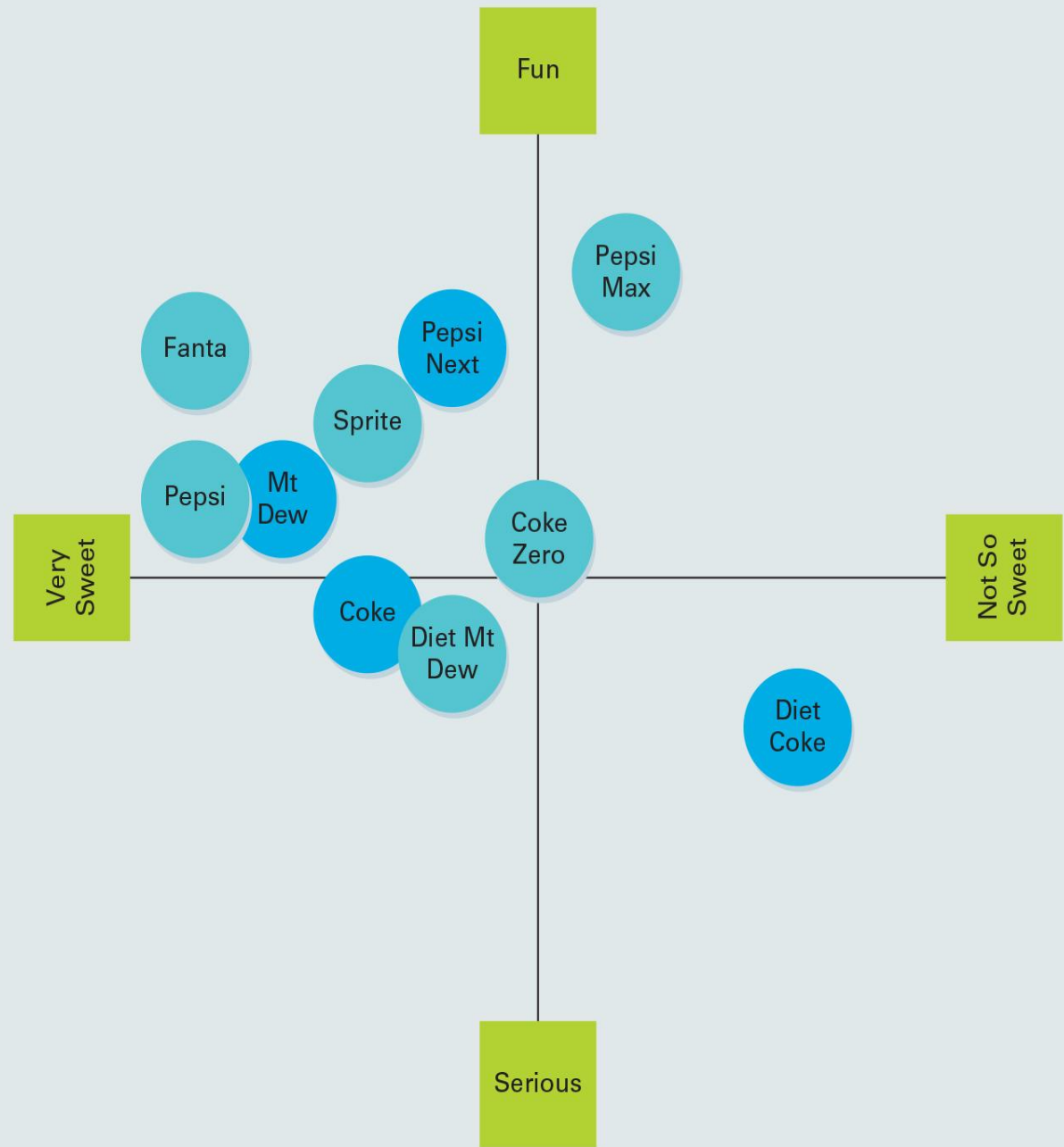
- Serve two or more segments with distinct marketing mixes for each

Positioning

- Position—the place the product, brand, service occupies in the consumer's mind
- Effective positioning requires:
 - Assessing the positions occupied by competing products
 - Determining the important dimensions underlying these positions
 - Choosing a position in the market where the organization's marketing efforts will have the greatest impact

Perceptual Mapping

- displaying, in two or more dimensions, the location of products, brands, or groups of products in customers' minds.



Integrated Marketing Communication Model

IMC



Loyalty



Profitability

..analytically... **Developing the IMC PLAN** ...is crucial...

Selecting & Synthesizing Mix of Channels

Conventional Channels

Advertising
Sales Promotion
Personal Selling
Direct Marketing
Public Relations

Digital/Online Channels

Web (*User Interface/Experience/Responsive Design*)
Email Marketing (*standardized, customized*)
Mobile (*Mob Application*)
Social Media (*LinkedIn, Google, Facebook, etc.*)
Blogs (*Community, B2B, Professional, Guide, etc.*)

Coordinating & Integrating Use of Channels

Implementing IMC Strategy

Monitoring & Evaluating IMC Strategy

Strong Brand Relationship

Marketing Communication Plan

- ◆ **Situational Analysis**
- ◆ **Establishing Marketing Communication Objectives**
- ◆ **Budget Planning**
- ◆ **Developing Marketing Communication Program**
- ◆ **Evaluation and Control of Marketing Communication Program**

...Conventional & Digital...IMC tools...

Conventional Tools

- **Broadcast** *(TV, Radio Ads) (biggest)*
- **Print Ads** *(Newspapers, Magazines, etc.)*
- **Billboards** *(Outdoor, Indoor)*
- **Direct MKTG** *(Phone, Video, etc.)*
- **Sales Promotion** *(Consumer Promotions, Trade Promotions, Events, Trade Shows, In store experience, Packaging, etc.)*
- **Personal Selling** *(Account Mgt, Prospecting, Retail Sales, etc.)*
- **Public Relations** *(Publicity, Press Releases, Newsletters, Media Relations, Investor relations, Influencers, etc.)*
- **Word of Mouth**
- **Other offline** *(sponsorships, etc.)*

Digital/Online Tools

- **Mobile**
- **Social Media** *(Facebook, Google, Snap, LinkedIn, Instagram, Twitter, YouTube, etc.)*
- **Synthetic Billboards**
- **Email MKTG**
- **Website**
- **Blogs**
- **Public Relations**
- **Multi Media**
- **Search MKTG** *(SEO/SEM Content)*
- **Word of Mouth**



Engage targeted customer

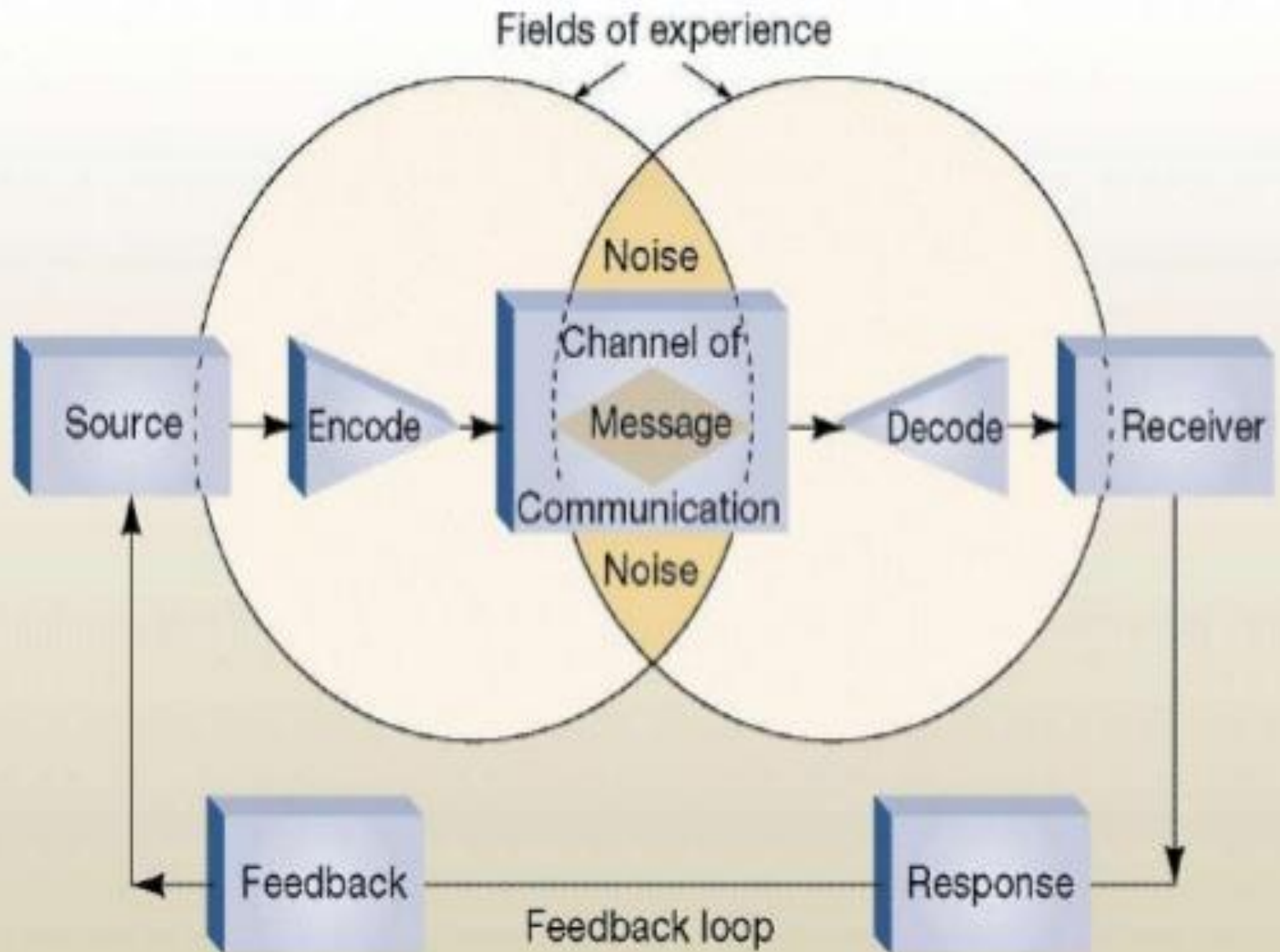
...Artistic, Calculated, Measurable mix of IMC tools...

Conventional & Digital/Online Com tools Mix

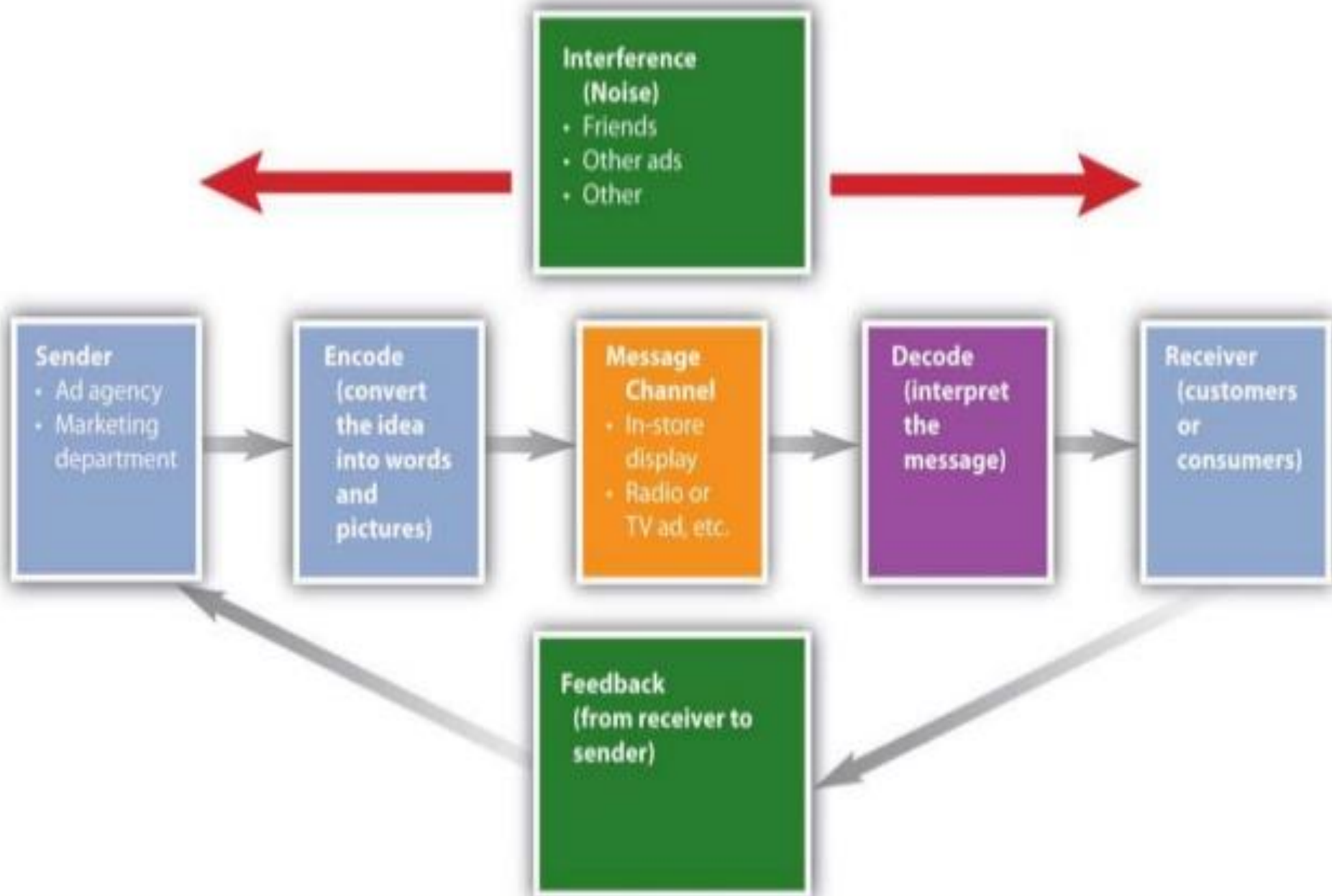
- ◆ Advertising
- ◆ Personal Selling
- ◆ Sales Promotion
- ◆ Direct MKTG
- ◆ Public Relations
- ◆ e-MKTG
- ◆ Event MKTG
- ◆ Packaging

**Clear
Consistent
Compelling
Message**

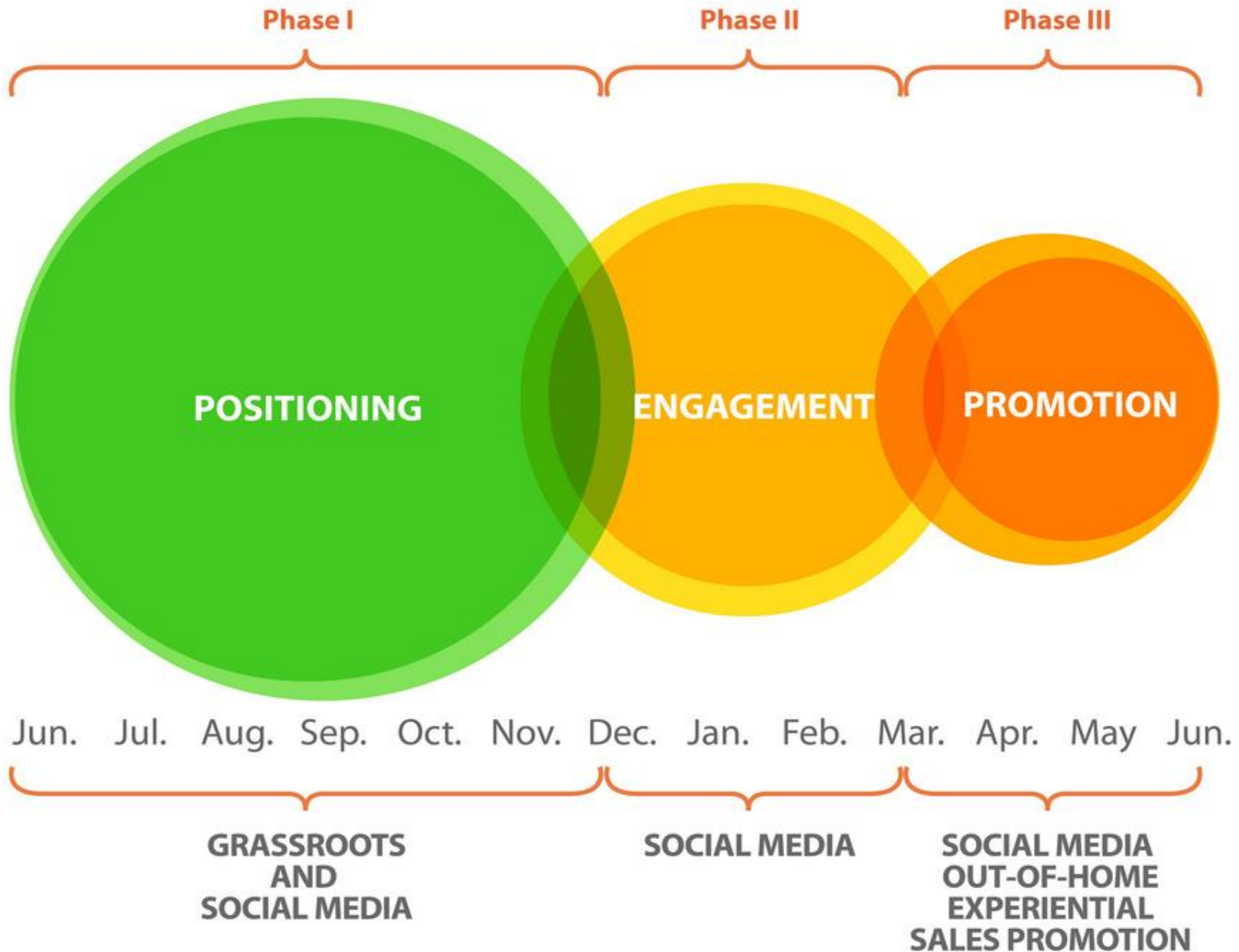
MKTG Communication Process



The MKTG Com Process



... IMC takes place at the 4th stage of the MKTG plan..



Barack Obama



- ✓ Personal charisma
- ✓ Use of all communications media
- ✓ Targeted his message beyond previous or likely voters
- ✓ The campaign consistently communicated his upbeat themes of "hope" and "change you can believe in"
- ✓ Anticipated and outsmarted the competition
- ✓ An excellent marketing and campaign team



OBAMA'08
WWW.BARACKOBAMA.COM

"I want to campaign the same way I govern, which is to respond directly and forcefully with the truth,"

~ **Barack Obama**

Factors affectingCom Toolschoices

Budget available

Stage in product life cycle

Type of product

Type of purchase decision

Target market characteristics

Consumers' readiness to purchase

Consumers' preferences for media

Regulations

Competitors

Availability of media

Push versus pull strategy

Advertising

Personal selling

Sales promotion

Public relations

Direct marketing

Print

Television

Radio

Online

Social

News release

Mail

Trade offs ... and ... Choices ... on Com Tools / Channels

		ADVERTISING		DIRECT		PROMOTION				PERSONAL SELLING	PUBLIC RELATIONS	INTER-PERSONAL	
						Point of Purchase	Consumer Price Promotions	Sampling	Trade Promotions			Word-of-Mouth	Viral
CHARACTERISTICS	Mass v. Addressable	Mass	Mass	Mass	Mass	Mass	Mass	Addressable	Mass	Individual	Mass	Addressable	Mass
	Paid/Unpaid Media	Paid	Paid	Paid	Paid	Paid	Paid	Paid	Paid	Paid	Unpaid	Paid	Paid
	One-Way v Interactive	One-Way	One-Way	Trackable	Interactive	One-Way	One-Way	One-Way	Trackable	Interactive	One-Way	—	Two-Way
	Persuasive	Awareness	☆										
		Interest											
		Decision/Trial				☆	☆	☆	☆	☆			
		Adoption											
	Information Content												
	Vivid/Image			☆									☆
	Credibility										☆	☆	
	Control												
	Reach		☆		☆								
	Waste			☆						☆			
	Clutter												
	Absolute Expense												
	Cost per exposure												



☆ - Outstanding strength.

Personal selling

- Personal Selling is an effective way to manage **personal customer relationships**. The sales person acts on behalf of the organisation. They tend to be well trained in the approaches and techniques of personal selling.
- However **sales people are very expensive** and should only be used where there is a genuine return on investment. For example salesmen are often used to sell cars or home improvements where the margin is high.



Personal Selling

The Selling Process

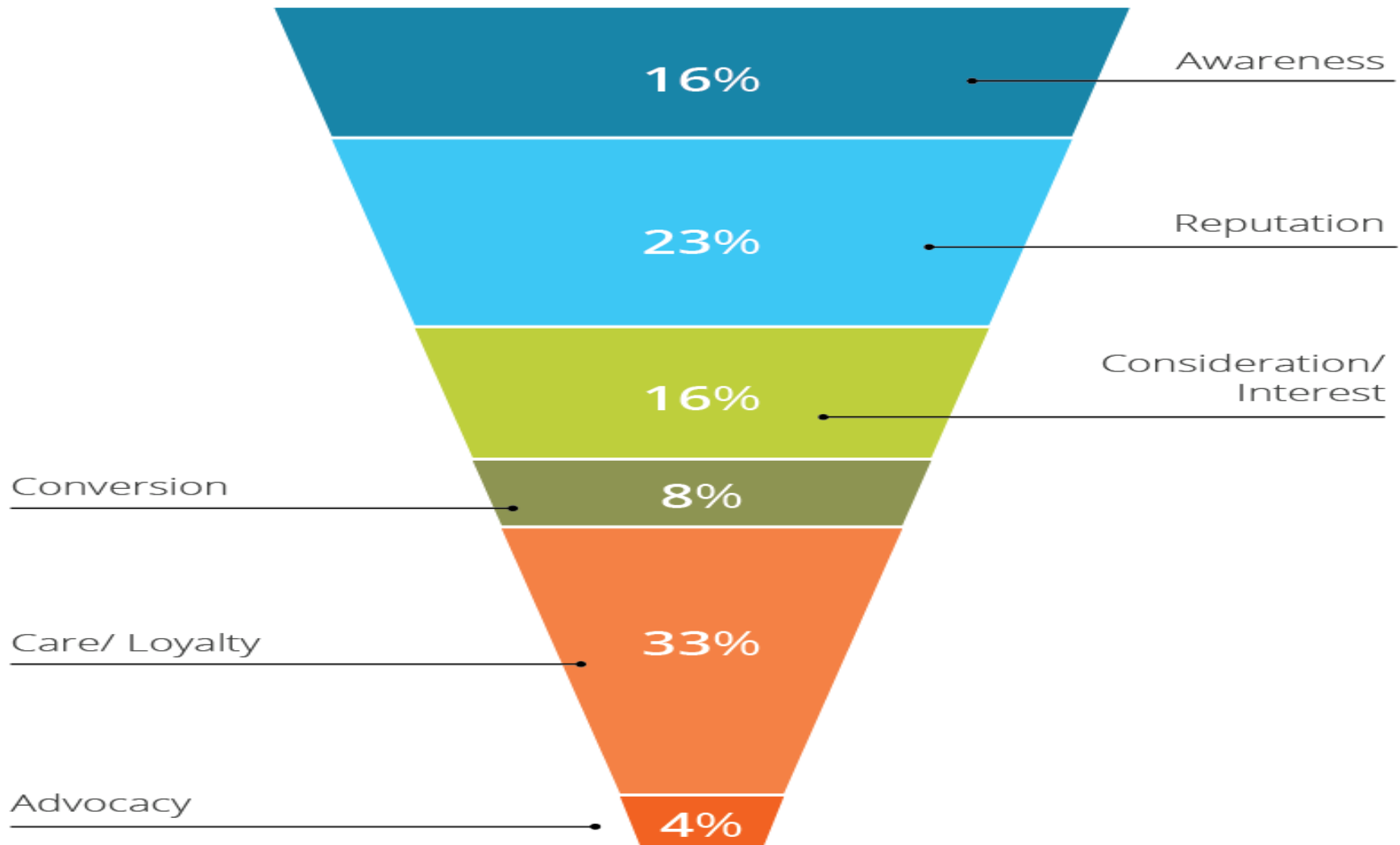
PRE-INTERACTION	INTERACTION	POST-INTERACTION
Skills:	Skills:	Skills:
■ Setting Objectives ■ Knowledge Management ■ Information Gathering ■ Rehearsal	■ Relating ■ Need discovery ■ Advocating ■ Closing	■ Supporting ■ Implementing ■ Dealing with dissatisfaction ■ Enhancing the relationship

Promotional Tools' valuation card

Criteria	Advertising	Sales promotion	Publicity	Personal selling
Cost per audience member	Low	Low	Very low	Very high
Confined to target markets	Poor to good	Good	Moderate	Very good
Deliver a complicated message	Poor to good	Poor	Poor to good	Very good
Interchange with audiences	None	None	Low to moderate	Very good
Credibility	Low	Low	High	Moderate to high

Social Media MKTG funnel

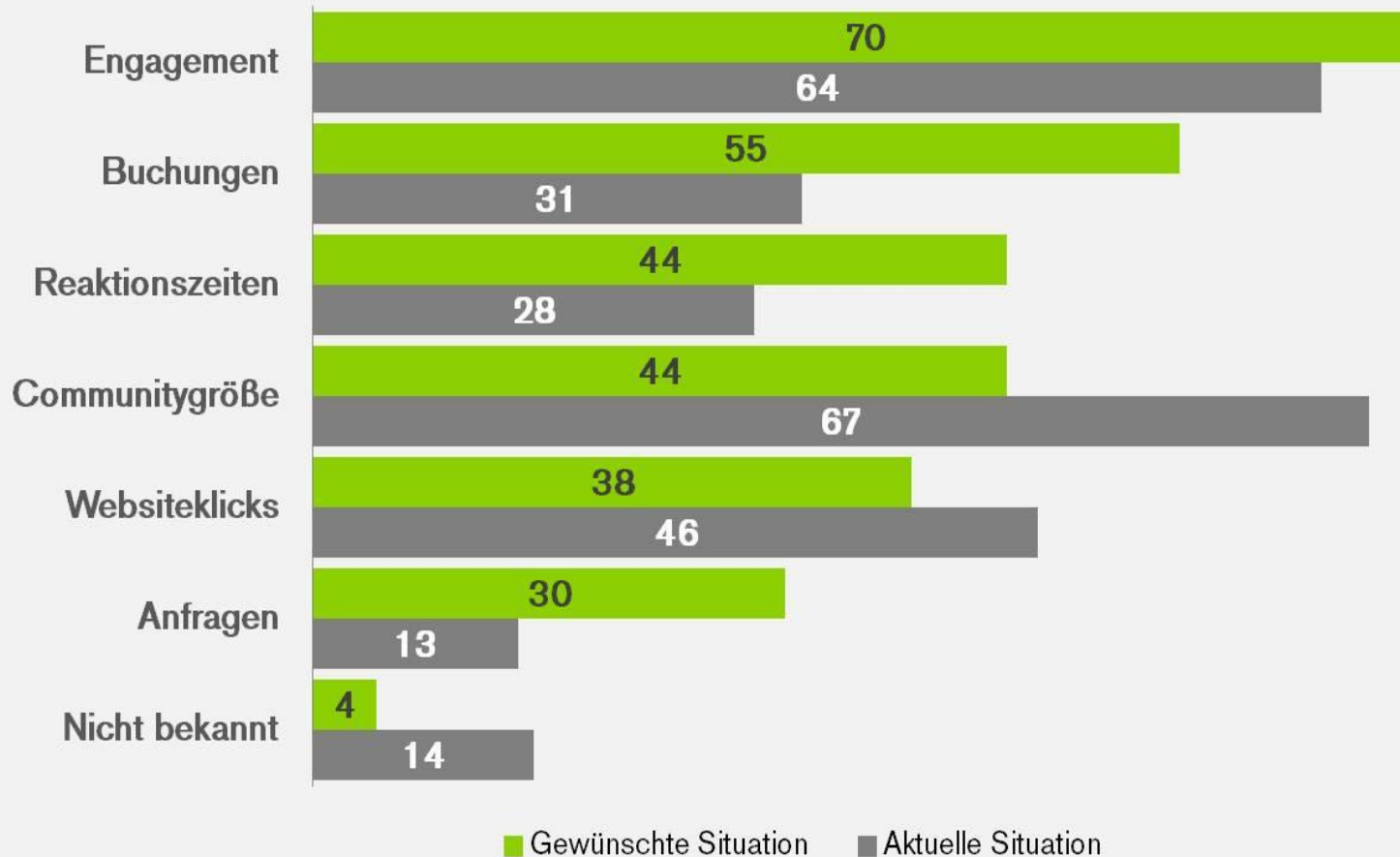
The Social Marketing **FUNNEL**



Examples / Analytics - Social Media

AIRLINES: TOP SOCIAL MEDIA METRICS

Die wichtigsten Social Media KPIs



3 Digital Points of Entry

Paid

Banner

S
O

E



Owned

Website



Earned

Professional content



Digital Points of Entry

Paid

Banner

Search Engine Optimization + Pay Per Click

Email and database

Owned

Website

Social Media community

Content + Customer Relationship Management

Earned

Professional content

Social Media engagement

The Successful MKTG Plan

- 1. Prepare an outline**
- 2. Develop Questions**
- 3. Develop Data Charts**
- 4. Develop reference Points for Comparison**
- 5. Conduct Data Search**
- 6. Write Summary Statements**
 - Primary research
 - Quantitative
 - Qualitative
 - Secondary research

Methods to Position Your Product

A. Position by Matching

1. *Analyze your product vs the competition*
2. *Identify product differences vs competition*
3. *List your key target market*
4. *List key target market characteristics*
5. *Match your product's characteristics to the target market's needs/wants*

B. Position by Mapping

1. *List product attributes by importance*
2. *Rate your product and competitors' products for each attribute*
3. *Visualize desired position in map for your product*
 - a) *Mapping customer vs non-consumer perceptions*
 - b) *Looking for positioning gaps*

MKTG Plan Flow & Sections...

What is a Marketing Plan?

Environmental/Situational Analyses



Business Opportunities & Profitability Analyses



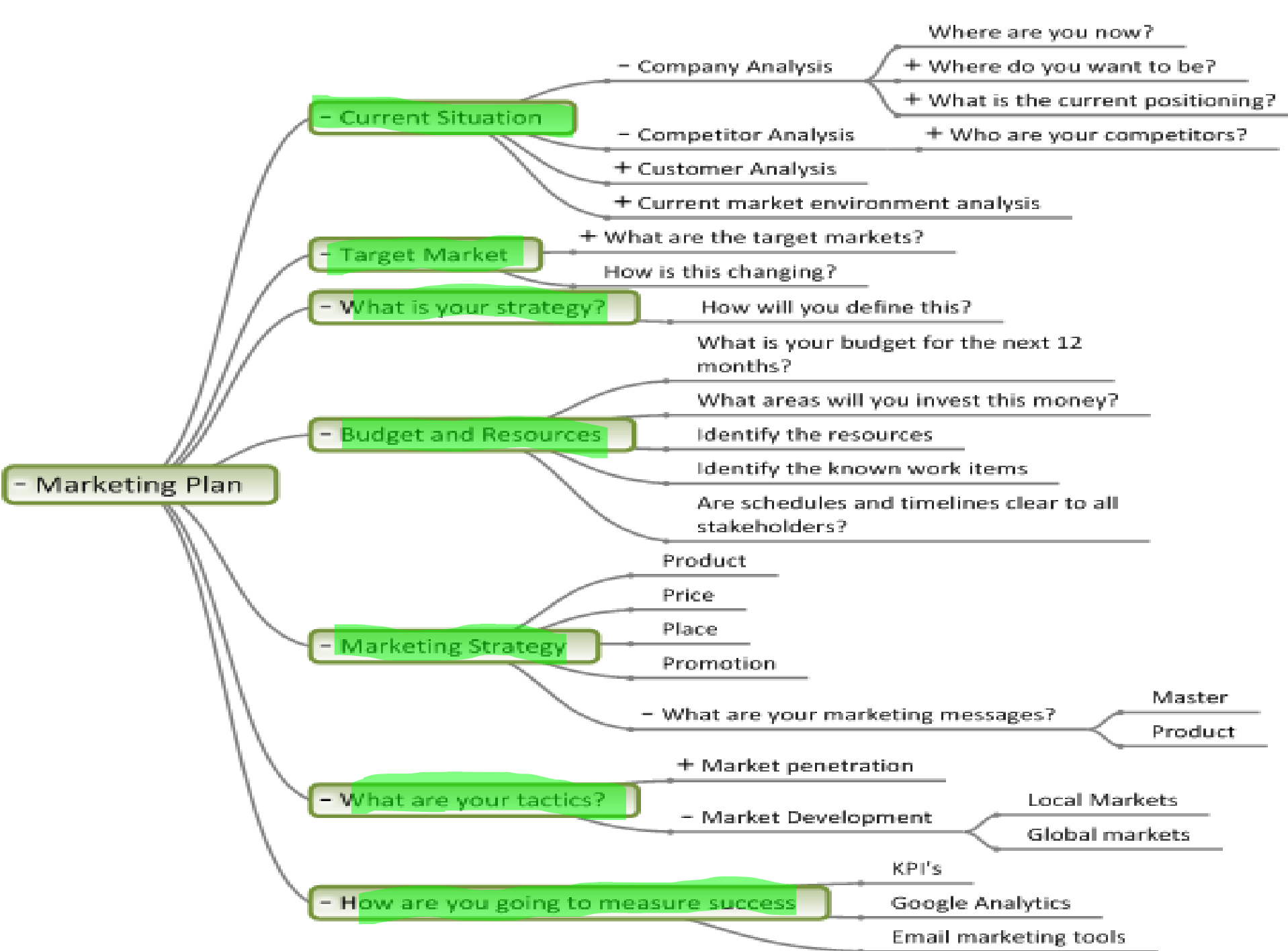
Strategy Formulation & Contingency Planning



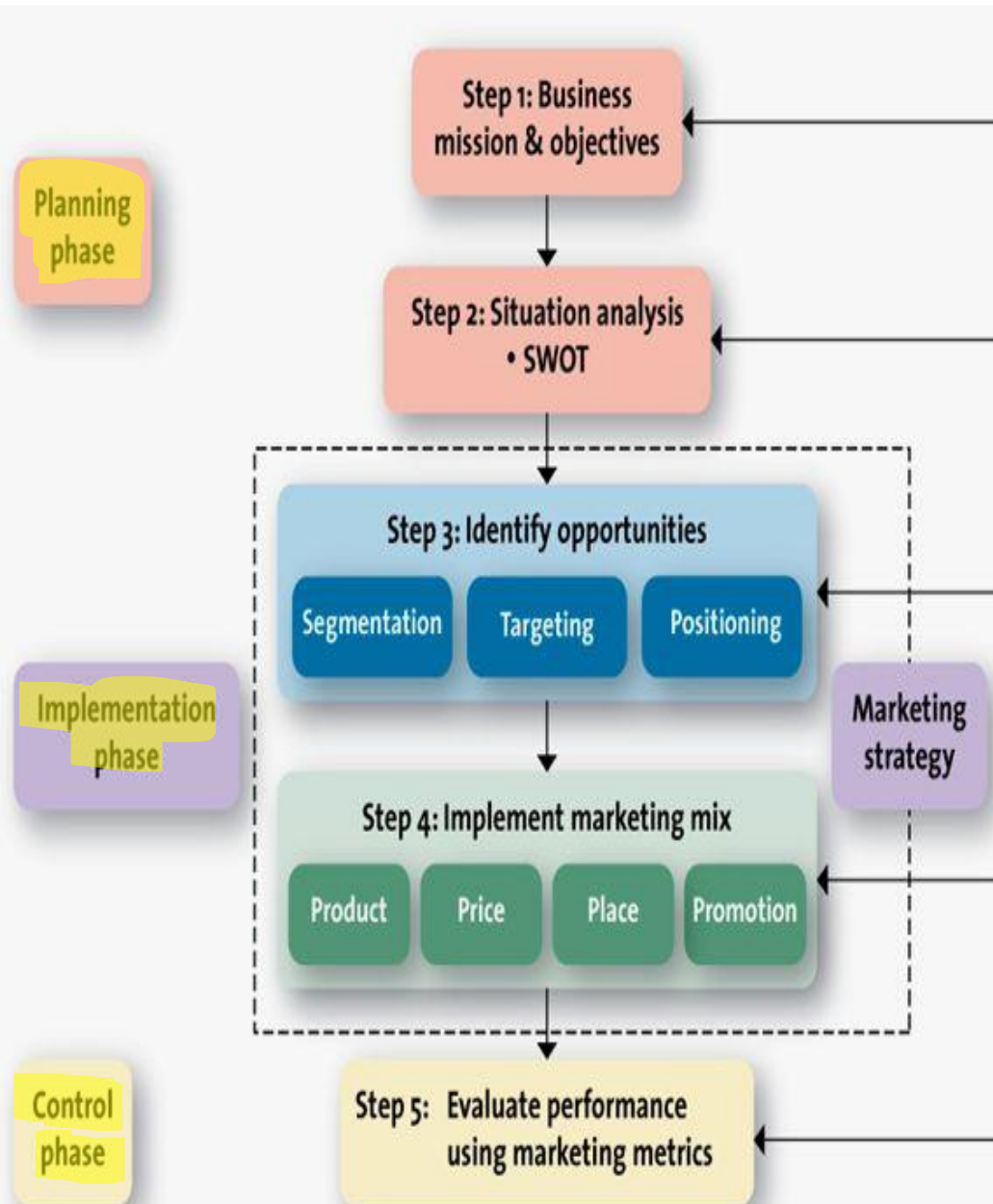
Action Plan and Tactical Implementation



Performance Management



...Phases...



A marketing plan is a **written document** composed of

- **an analysis** of the current marketing situation,
- **opportunities** and threats for the firm,
- marketing **objectives** and strategy specified in terms of the four P's, action programs, and
- **projected** or pro-forma income (and other financial) statements.

Two major parts: Research & Development



Business Plan

Strategic Marketing Plan

Market Research

Tactical Marketing



- | | | | | | | | | |
|---|--|--|--|--|--|--|---|--|
| <ul style="list-style-type: none"> ▪ Define Vision & Mission ▪ Businessmodel <ul style="list-style-type: none"> –Acquisitions, licenses & partnerships needed ▪ Market entry strategy <ul style="list-style-type: none"> –Major barriers to entry –Alternative strategies | <ul style="list-style-type: none"> ▪ Market segmentation ▪ Identification of target segments & customers ▪ Confirmation of customer needs (Voice of the Customer) | <ul style="list-style-type: none"> ▪ Identify and profile <ul style="list-style-type: none"> –Primary competitors (SWOT) –Secondary competitors (SWOT) | <ul style="list-style-type: none"> ▪ Prioritize customer needs ▪ Description of offering ▪ Pricing strategy ▪ Validation/testing | <ul style="list-style-type: none"> ▪ SWOT ▪ Unique Selling Proposition (USP) ▪ Market entry strategy <ul style="list-style-type: none"> –Major barriers –Alternative strategies –Objectives ▪ Critical success factors | <ul style="list-style-type: none"> ▪ Sales and channel strategy ▪ Sales force organization ▪ Sales metrics & incentives ▪ Brand strategy ▪ Advertising & promotion strategy | <ul style="list-style-type: none"> ▪ Time-frame & milestones ▪ Potential risks/bottlenecks ▪ Key success factors ▪ Marketing Action Plan (MAP) | <ul style="list-style-type: none"> ▪ Organizational structure ▪ R&D and Operations model <ul style="list-style-type: none"> –Degree of vertical integration –In-house vs. outsource ▪ Human resources ▪ Culture & management style ▪ Business systems & processes | <ul style="list-style-type: none"> ▪ Financial model <ul style="list-style-type: none"> –Cost structure –Projected revenues & profits by segment ▪ Investment requirements & financing strategy |
|---|--|--|--|--|--|--|---|--|



Monitor / Evaluate Results / Revise

The Marketing Planning Process

Goal Setting

1 Mission

2 Corporate Objectives

Analysing the current situation

3 Marketing Audit

4 SWOT Analysis

5 Marketing Assumptions

Creating the marketing strategy

6 Marketing Objectives & Strategies

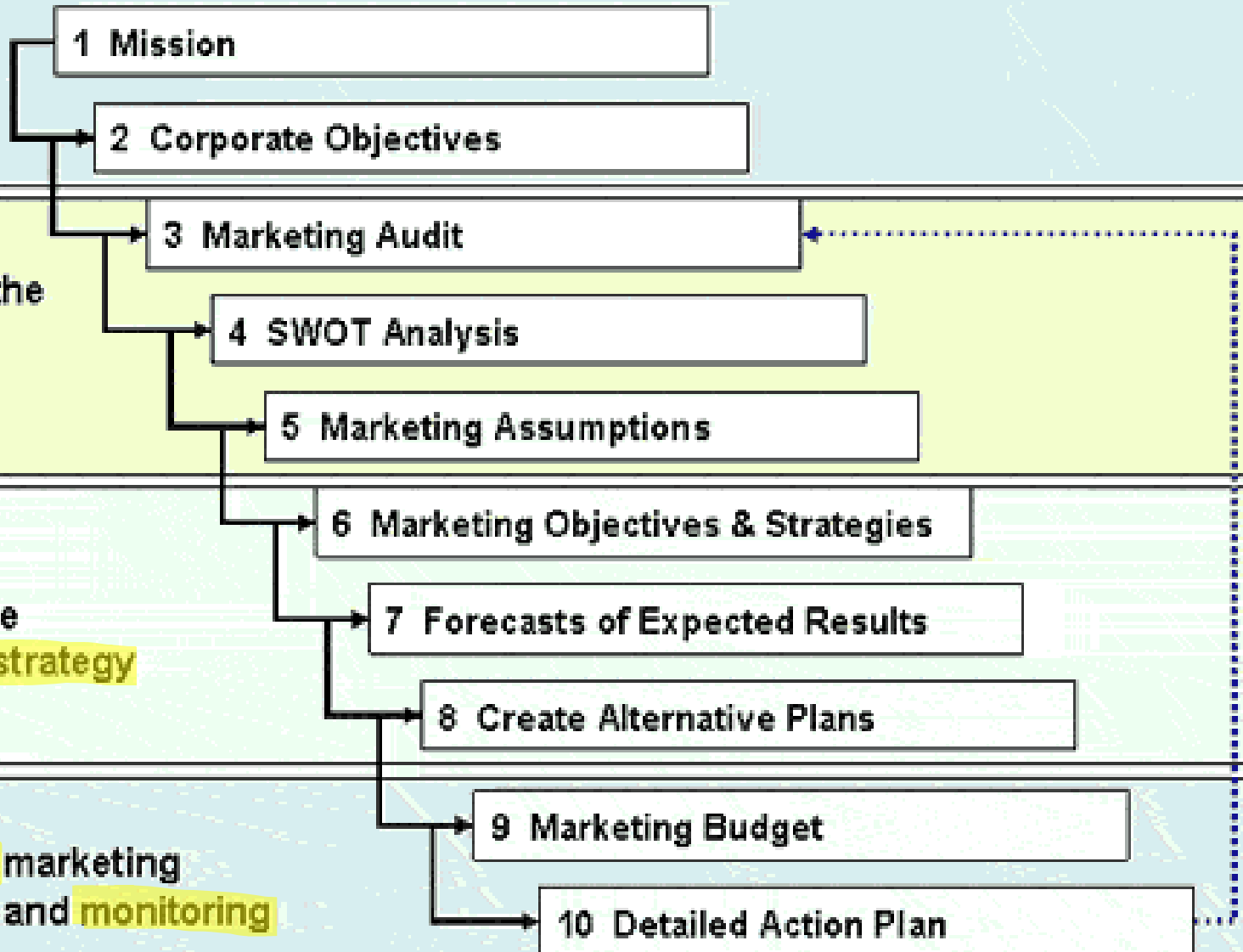
7 Forecasts of Expected Results

8 Create Alternative Plans

Allocating marketing resources and monitoring

9 Marketing Budget

10 Detailed Action Plan



Effective MKTG Plan should:

- 1. Anticipate Change.**
- 2. Engage Everyone.**
- 3. Seek Alliances.**
- 4. Make Marketing Meaningful.**

Effective MKTG Plan should:

- Be clear about your **mission**
- Create **measurable goals** that will drive your strategy and use of resources
- Identify the **audience** you want to reach
- Know the **message** you want to deliver and **who the best messengers** would be
- Use **strategies** that will actually help you reach your goals

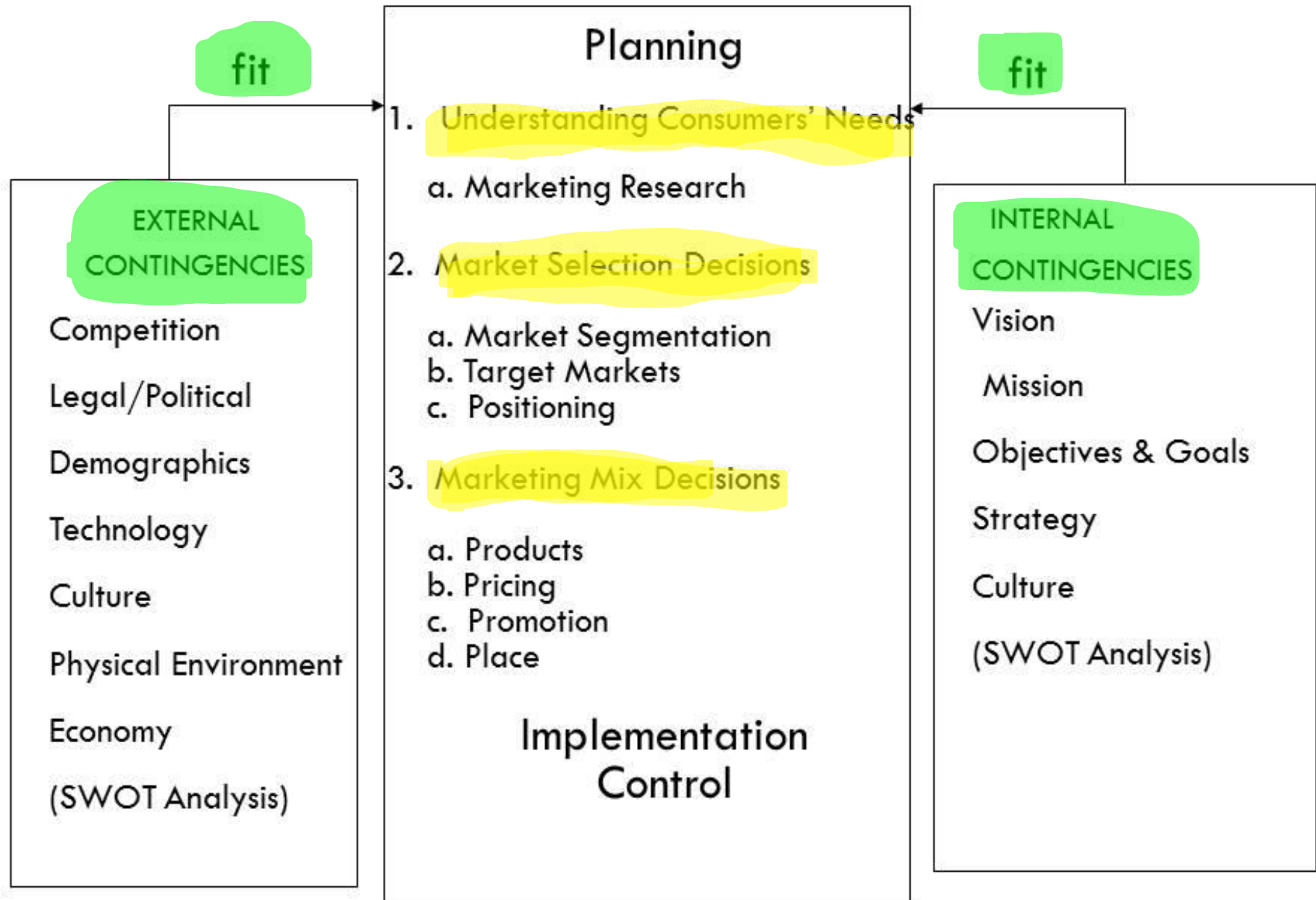
Effective MKTG Plan should be:

- Specific, time-defined, measurable
- Realistic yet challenging
- Consistent with mission and goals
- Appropriate for environment, opportunities, and threats

Effective MKTG Plan should be:

1. **Fact-based**
2. **Organized and coordinated**
3. **Programmed**
4. **Budgeted**
5. **Flexible**
6. **Controllable**
7. **Internally consistent and interrelated**
8. **Clear and simple**

Effective MKTG Plan should:



... even Worse... Firms conceive and implement...

Bad Marketing Plans

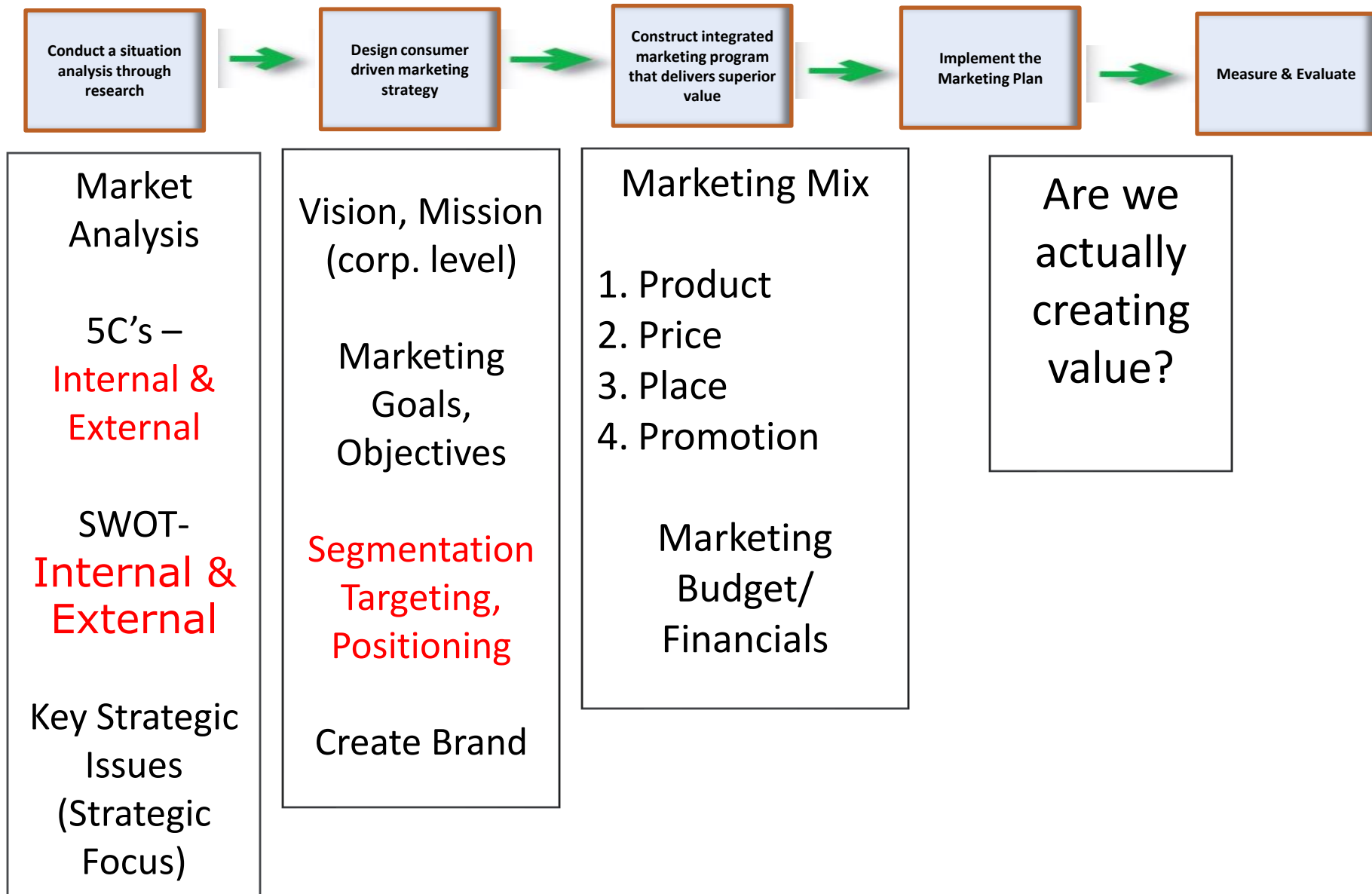


- Fail to have a complete Contact Section Including Picture
- Professional Summary Section Lacks Substance/Brand and is not Focused – **Number 1 Mistake**
- Does not Define your Key Skills
- Does not adequately tell the reader what your Career Search Objective is for your desired next position
- Uses too much space listing previous work experience and company information – **Number 3 Mistake**
- Does not have enough or uses too little space for Target Companies – **Number 2 Mistake**
- Lack Creativity, Color, Layout, Spacing or are not “Pleasing” to the eye – Must draw the readers eye to key sections

SWOT: Internal & External Variables



Strategic Marketing Process

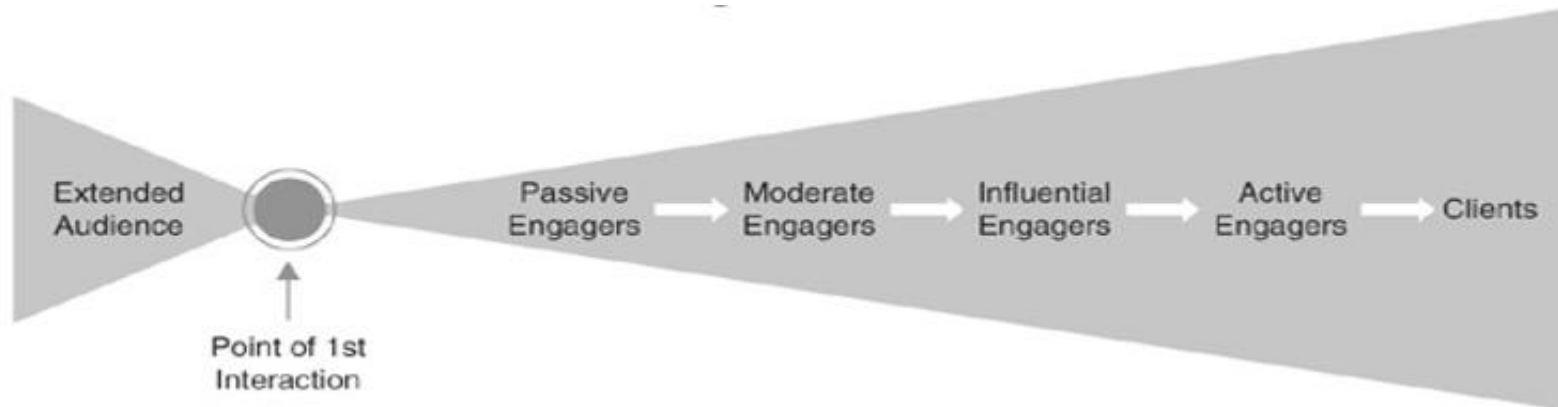


5 Big Trends

1. Brand Experiences/Experiential Marketing (XM)
2. Social Media Content Marketing
3. Sponsorship Marketing
 - ▶ “Brand Activations”
 - ▶ “Path-to-Purchase”
4. Omni-Channel Marketing
 - ▶ Shopper Marketing
 - ▶ Retailer re-targeting/ re-marketing
 - ▶ Personalization & Customization
5. Big data/ consumer profiling

The rise of Content Marketing.

It's not about me. It's about you!



Lewis, Mike Stand Out Social Marketing, McGraw- Hill 2012

Thank You

Sources

- 1) Copyright © 2021-2026 Visual Capitalist, All rights reserved.
- 2) Wikipedia
- 3) References at Slides

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