



Chapter VII

Optimal KM/WM Systems in Marketing

Issues

- To contrast conventional wisdom with an enlarged view of wisdom underlying marketing operations
- To examine areas that lend themselves to developing an effective marketing model
- To explore areas underlying marketing strategy and sales plans within an optimal KM/WM system-operating mode
- To set forth an optimal KM/WM system application that has been found to be successful in marketing.

Introduction

For sometime, companies have been living in a new economy where the customer is the focus. There has been a steady and inexorable slide of power from the producers of goods and services to their customers, both consumers and business buyers. Customers have become more demanding as increased com-

petition and product commodization gave them more choices; smarter as they learned to exploit information resources, their own and Web-based; and both bigger and fewer following a wave of mergers. As a result, customers of today are immeasurably more knowledgeable and demanding than in the recent past.

Given this reality in the 21st Century, initially the chapter explores the new marketing power of today's customers, especially as found on the Internet. Next, an enlarged view of connecting "points of wisdom" in marketing is set forth in a number of management principles not found in the past. The essentials necessary to develop an effective marketing model for optimal KM/WM systems are presented along with an appropriate marketing model and its sub-models. Although many marketing areas could have been explored, the focus is on marketing strategy and sales plans that connect marketing strategy to "points of wisdom" for judging soundly as well as making this strategy an integral part of venture analysis modeling. In the final part of the chapter, an optimal KM/WM system application in marketing is given.

Customers Have New Marketing Powers Not Found in the Past

Since customers are now able to drive down prices, demand greater service, and expect constant innovation, they have new marketing powers not found in the past. Yet most companies have not figured out how to respond to this fundamental shift in the customer-supplier relationship. Many companies have published statements like "Customer satisfaction is our number one priority" in their mission statements. Yet these are mostly window dressing. A better approach is to employ optimal KM/WM systems for judging soundly about a company's marketing processes along with its related activities from the customer's point of view. Customers' needs for speed, accuracy, and flexibility cannot be met by overlays of conventional or poorly designed systems. The basic structure of the organization's business model, then, needs to reflect the customer's priorities, which is an integral part of optimal KM/WM systems in marketing today.

Today, there is need to present a single face to the customer. Many companies are organized into product-specific business units; a customer who orders products from several units typically has to contend with multiple sales personnel, uncoordinated deliveries, and a stack of invoices with inconsistent terms. Instead, the customer should be visited by one sales representative or sales team and should have one service person to contact with all problems; internal processes, systems, and databases should be standardized so multiple order-fulfillment activities can be pulled together to look like one.

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