

Table of Contents

1	The evolution of marketing strategy	1
1.1	The “artistic eyes” of strategic marketing	1
1.2	Moving on from the traditional deductive approach	3
1.3	Toward a more liquid, abductive approach to marketing and strategy	8
1.4	The impact of the digital tsunami and Artificial Intelligence on marketing	10
1.5	What is changing and what is not	24
1.5.1	<i>Competitive pressures and opportunities in a hyperconnected world</i>	26
1.5.2	<i>Critical resources and competences in a hyperconnected world</i>	35
2	Competitive cycles in a hyperconnected world	41
2.1	Position, imitation, movement: History repeats itself	41
2.2	A solid background for our new challenges	44
2.3	Beyond innovation: Balancing opportunities and risks	48
2.4	The game of position	52
2.5	Customer journeys and value management in the game of position	57
2.5.1	<i>Some tools for value management in a game of position: rejuvenating the importance-performance analysis</i>	61
2.6	Moving away from the status quo: The game of movement	70
2.6.1	<i>The fundamentals to evaluate our game of movement: the R-W-W screening tool</i>	96
2.6.2	<i>Evaluating games of movement based on disruptive technologies</i>	102

3	First mover and second mover advantages in a hyperconnected world	107
3.1	Common high-impact games of movement in a hyperconnected world	107
3.1.1	<i>Exploring new data-driven business models</i>	107
3.1.2	<i>Exploring ecosystem strategies and platform-based business models</i>	129
3.1.3	<i>Exploring multisource and multilayer revenue models</i>	146
3.2	Running after the insurgent: Analyzing first mover and second mover advantages in a hyperconnected world	154
3.3	The game of imitation	166
3.3.1	<i>Managing uncertainty about the right timing</i>	170
3.3.2	<i>Possible imitation strategies and competitive dynamics</i>	173
4	Leading competitive cycles: Complementing the vision with the numbers	181
4.1	The need for numbers and strategic vision together	181
4.2	Marketing performance metrics: An overview	183
4.2.1	<i>Customer Metrics</i>	183
4.2.2	<i>Competitiveness metrics</i>	186
4.2.3	<i>Market metrics</i>	188
4.2.4	<i>Marketing profitability metrics</i>	190
4.3	Linking net marketing contribution to marketing strategies	193
4.3.1	<i>Games of movement and market-growth strategies</i>	194
4.3.2	<i>Prioritizing market-share strategies</i>	202
4.3.3	<i>Customer-revenue strategies</i>	209
5	Closing the loop: Defensive marketing strategies	217
5.1	Everything flows, indeed	217
5.2	Ex ante defensive strategies	219
5.3	Ex post defensive strategies	225
5.4	Defending from a game of movement	230
5.5	Competitive cycles: Wrapping up	232
	References	235