

## 60 Marketing Insights from A to Z

**It's customers.**" Some companies include a note in the employee's paycheck envelope: "This check is brought to you by the customer."

Sam Walton of Wal-Mart required the following employee pledge: "**I solemnly swear and declare that every customer that comes within 10 feet of me, I will smile, look them in the eye, and greet them, so help me Sam.**" Lands End instructs its employees: "**Don't worry about what's good for the Company—worry about what's good for the Customer.**" (See Innovation.)

# Entrepreneurship

Businesses begin with an idea in the head of an entrepreneur. The entrepreneur is filled with passion and energy to create something new. The entrepreneur is the modern equivalent of pioneers searching for new frontiers. Entrepreneurs take risks against high odds. Their goal is not making money so much as making something new. And when they succeed, they create jobs and incomes for more people.

But according to a Chinese saying: "To open a business is very easy; to keep it open is very difficult." And the hours are long. "**Being in your own business is working 80 hours a week so that you can avoid working 40 hours a week for someone else.**" (Ramona E. F. Arnett)

If the entrepreneur succeeds, the business grows. Comfort takes

over and routine sets in. The business focuses on operations and efficiency and becomes a well-oiled machine. What is lost is the entrepreneurial passion. The big danger is that the firm's products and services may become increasingly irrelevant in a changing marketplace. The big need is to keep a spirit of entrepreneurship alive.

Your company can nurture an intrapreneurial spirit in a number of ways. Encourage ideas. Reward good ideas. Set up a collection system for new ideas. Set up a skunk works. Every 90 days gather all the employees at an "idea bragging session," where employees describe how they got their new ideas.

## Experiential Marketing

We talk about marketing *goods* and *services*, but Joe Pine and James Gilmore think that we should be talking about marketing *experiences*<sup>33</sup>—or designing experiences around our goods and services. The idea has many sources. Great restaurants are known for their experience as much as their food. Starbucks charges us \$2 or more to experience coffee at its finest. A restaurant such as Planet Hollywood and Hard Rock Café is specifically set up as an experience. Las Vegas hotels, anxious to distinguish themselves, take on the character of ancient Rome or New York City. But the master is Walt Disney, who created the opportunity to experience the cowboy West, fairyland castles, pirate