

1 — Measure the Runway

Most planes make it into the air before they reach the end of the runway, but the same can't be said for marketing leaders and their agencies. Launching a "brand campaign" that doesn't sell only to have the account and budget pulled is just too common. Sell as you build the brand. Let the results fuel your flight.

4 — Maximize Media

What used to be straightforward, with all competitors using the same somewhat faulty measures of media efficiency, is now a snake pit of confusion and complexity. But not for you. Make sure your media agency is transparent three ways – transparent in costs, transparent in results and transparent in optimizations. Mind the cycle of optimizations, because this is one area in which time is most definitely money. Make sure they are buying in a way that saves you the waste of digital impressions without eyeballs, and that returns the hidden premiums most trade desks pocket. Make sure your team includes a first-class data whisperer too, so you can look for shortcuts, and spy low-hanging fruit. Also develop a testing plan, a proof strategy and a dashboard.

6 — Plan the Total Customer Experience

Yesterday, the best marketer with the deepest pockets won. Today, everyone is a click away from customer comments and reviews. That means the best customer experience wins. But the customer experience isn't just about function. It's not even primarily about function. It's more about emotion and meaning. Which means that in a winning product, the marketing is as much a part of the product as the product itself.

9 — Inspiring Action

Remember that the role of marketing is customer fulfillment. Wish fulfillment will get you trial—but helping the customer self-actualize in some way will inspire habituation and love. When the customer makes you a habit, you win. When the customer loves you enough to talk about it, you enter the pantheon of great brands.

2 — Follow the Money

You're in the business of accelerating value creation. When you deliver twice the new business value on every dollar you spend, marketing rises above the level of finance as a tool for growing business value, and you rise with it. So, how do your CFO, CEO and Board measure value? Start with crystal-clear understanding.

3 — Mine For the Growth Blocks

What's blocking the growth of your product, service or company? Where are the inefficiencies, disconnects and obstacles? Naming them is more than half of removing them.

5 — Think Outside In

Marketing used to be about companies selling things to people – that's inside out – today it's about people seeking inspiration to dream, act and form satisfying habits. People are trying to inspire action in themselves, and if your service works better, you win.

Inspiring Action: Ten Keys to the Future of Marketing

7 — Practice Brand Direct

If meaning and emotion drive more actions than product function – and they do – then your communications must be packed with both. B.J. Fogg, persuasion design innovator and Stanford professor, says that behavior change requires "motivation, ability and a trigger – all at the same time." If you build your brand in one place and time and make an offer in another, you significantly dilute your effectiveness. Today, every point of connection must build the brand, and do so while driving action.

8 — Prioritize Creative Excellence

Direct marketers have long since downplayed the importance of creativity to results. They did this because they were competing with established creative powerhouses, not because there was any truth to it. In fact, in an increasingly efficient market for customer engagement, the only remaining defensible advantage is creativity. How many competitors do Dollar Shave Club, AirBNB and Uber have? How many competitors did JetBlue, American Express and Apple have? Their ability to connect and inspire action through differentiated creative makes the number largely irrelevant. In an increasingly crowded marketing landscape, great brands win.

10 — Mind the Magic Number

The power number of marketing is the measure of new customer value you add with each incremental dollar you spend. When that number goes up, you wield more power. It's a virtuous cycle. Create it, manage it and wield it – it's your ticket to a seat at the top table.

