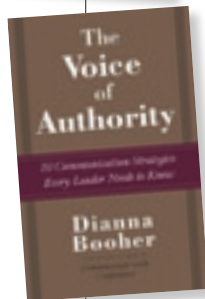
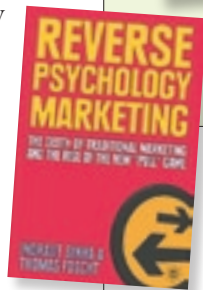


Marketing used to be about pleasing your customer, finding your market segment, and determining your right “4P” formula of price, product, place, and promotion. No more, say two marketing professors, Indrajit Sinha of Temple University in the U.S. and Thomas Foscht of the University of Graz in Austria. Writing in *Reverse Psychology Marketing*, they examine the new “anti-marketing” techniques that rely on building networks of consumers and pulling in the customer by creating brand mystique. Not surprisingly, two trends that figure into the creation of brand mystique revolve around globalization and technology, which combine to help create worldwide social networks of consumers who share product information and become ferociously attached to certain brands. “The moral for all companies is that they have to work on their product and brand superiority, price them reasonably, focus less on glitzy campaigns, and attempt to pull customers instead,” the authors write. While this advice flies in the face of much conventional marketing wisdom, the author points out that marketing is a discipline that’s tied to the broader cultural sphere, which in turn is “volatile and dynamic.” Change with the times, they advocate, or you’ll have nothing left to market. (Palgrave MacMillan, \$35)

Communication is one of those skills that everyone prizes and few people seem to possess. How can you tell if you’re a good communicator? asks Diana Booher in *The Voice of Authority*. “You either clarify or confuse. You either moti-



“Learn, improve, disrupt” is the corporate slogan of China International Marine Containers Group (CIMC), which began as a small, struggling company but now controls 55 percent of the world market for shipping containers. CIMC’s dramatic rise to prominence is only one of the stories told in *Dragons at Your Door* by Ming Zeng, a professor at Cheung Kong Graduate School of Business, and INSEAD’s Peter J. Williamson. They follow a handful of rising Chinese corporations that are using a complex, interconnected web of advantages to challenge established corporations around the globe. “Their tool of choice is cost innovation: the strategy of using Chinese cost advantage in radically new ways to offer customers...dramatically more for less,” the authors write. They examine a handful of Chinese companies that have figured out how to bring volume pricing strategies to bear on high-tech, customized, and specialty products, thus encroaching on previously untouchable segments of the market. Zeng and Williamson’s utterly fascinating book does not set up a West versus East dynamic, but rather explores the way the Chinese dragons will change the world economy for everyone and how

established multinationals can learn from them and respond before it’s too late. (Harvard Business School Press, \$29.95)

vate or demoralize. You either gain buy-in or generate distrust.” It’s axiomatic that a book about communication had better be easy to understand, and this one is. Making her points with remarkable clarity and directness, Booher insists that communication must adhere to ten C’s: It must be correct, complete, consistent, credible, current, clear, *not* purposefully unclear, not circular, and come from a source that appears competent and concerned. Her examples of bad communica-

tion are funny, infuriating, and painfully familiar, but her advice is forthright and uncompromising. “Communicate like you brush your teeth,” she says. “Make it a habit. ... Get a system, a channel, a structure, a timetable that works for you.” (McGraw Hill, \$19.95)

Can cell phones eliminate global poverty?

There’s some evidence that they’ve already made a dent. In *You Can Hear Me Now*, Nicholas P. Sullivan chronicles the founding and impact of GrameenPhone, the cell phone network that has helped put 18 million phones into the hands of Bangladesh citizens, many of them

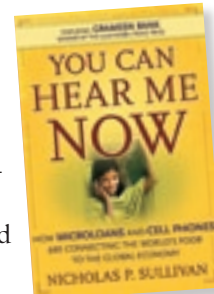
“RESEARCH SUGGESTS...THAT ADDING 10 PHONES PER 100 PEOPLE ADDS .06 PERCENT TO THE GDP OF A DEVELOPING COUNTRY. GIVEN 4 BILLION PEOPLE IN POVERTY, THAT MEANS THAT WITH EVERY 10 NEW PHONES PER 100 PEOPLE, 48 MILLION GRADUATE FROM POVERTY.” —Nicholas P. Sullivan, *You Can Hear Me Now*

the rural poor. Because, as he says, “connectivity is productivity,” the existence of Internet-enabled cell phones allows village entrepreneurs to start businesses, search for the best markets, stay in touch with suppliers, and turn better profits. Sullivan is convinced that it takes three components to generate economic growth in developing nations—“information technology imported by native entrepreneurs backed by foreign investors”—and he analyzes how all three of these factors have played a part in GrameenPhone’s success. If the figures he offers are correct, then the impact could be astonishing. “Research suggests...that adding 10 phones per 100 people adds .06 percent to the GDP of a developing country,” he writes. “Given 4 billion people in poverty, that means that with every 10 new phones per 100 people, 48 million graduate from poverty.” Impressive results, indeed. (Jossey-Bass, \$29.95)

It might seem like a daunting task to write a basic book that comprehensively answers the question “What is business?” Sasha Galbraith, however, has done an excellent job with *Anatomy of a Business*. Chapter by chapter, she boils down everything from the history of commerce to the concepts of supply chain management, detouring now and then to provide interesting sidebars about the evolution of money or a list of the top global brands. The section on strategy summarizes various classic approaches, from Michael Porter’s competitiveness model to the Balanced Scorecard management system. Many chapters end with narratives from international executives describing their typical days. While

keeping the prose mostly clear-cut and straightforward, Galbraith does allow her personality to show through, as when she discusses how leadership began to change when a more educated workforce emerged: “This meant...you can’t just manage a thinking human being as if she were a stupid monkey. Or if you did, she would leave to go work for your competitor.” The book is certainly intended for business beginners, but it does an excellent job of introducing them to the business world. (Greenwood Press, \$75)

Perhaps you know a couple who lavish all their time and money on their only child, making sure he has every advantage in life, from a private school education to the cell phone that means he never has to lose touch with Mom and Dad. They could be considered Parentocrats, one of the nine distinct customer groups, or C-Types, profiled in *Karma Queens, Geek Gods, and Innerpreneurs*. Written by Ron Rentel with Joe Zellnik, the book presents entertaining and instantly recognizable portraits of current societal archetypes—and how to market to them. Denim Dads, for instance, want the technology that allows them to work from home and the gadgets that help the household run smoothly. E-litists look for environmentally friendly products that also offer luxury. “The better you know the C-Types that make up your



target, the more effectively you’ll be able to create breakthrough marketing strategies and tactics,” the authors write. It’s a fun—and useful—read for anyone crafting a marketing strategy for new products. (McGraw Hill, \$24.95)



You don’t improve your business by implementing 4,000 new ideas, says Chet Holmes. You improve it by learning a handful of new techniques and practicing them 4,000 times. In *The Ultimate Sales Machine*, he outlines 12 strategies designed to help “turbocharge your business with relentless focus.” The key is the part about relentless focus, or what he later terms “pigheaded discipline and determination.”



Holmes offers tried-and-true ideas—make a list, prioritize tasks, invest in training—but his real point is follow-through. Don’t just train the salespeople to sell up, he insists; train them over and over on the same specific ways to counter customer objections. He



describes how one of his clients obtained dramatic results after months of effort: “With consistent, relentless, and organized training on just this specific concept, we raised the standard dramatically and then policed it throughout the organization,” Holmes writes. His method sounds labor-intensive but geared toward results. (Portfolio, \$24.95) 