

(Free pdf) Chaotics: The Business of Managing and Marketing in the Age of Turbulence

# Chaotics: The Business of Managing and Marketing in the Age of Turbulence

*Philip Kotler*

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## CHAOTICS

*THE BUSINESS OF MANAGING AND  
MARKETING IN THE AGE OF TURBULENCE*

**PHILIP KOTLER**  
**JOHN A. CASLIONE**

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**Philip Kotler : Chaotics: The Business of Managing and Marketing in the Age of Turbulence** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Chaotics: The Business of Managing and Marketing in the Age of Turbulence:

0 of 0 people found the following review helpful. Great approach to organizational analysis and management. Gets repetitive, though! By Enrique Jimenez It's definitely a good read for everyone, whether you're interested in managing a team, an organization, or managing yourself. The main contribution the book offered me was the conception of the organization as a system open to external forces that will disrupt it, and the managing system to design strategies based on that conception. The book is filled with corporate examples which make it very digestible and easy to relate to whatever your situation is. The big minus is that it greatly abuses the words "chaos" and

"turbulence", making a little bit sensationalist, and it did seem the authors repeat a thousands times some arguments, to the point you want you scream: "I got it! Stop going back to the same and move on if you've got something else to say!". They do have a clear premise and a methodology around it, it just seems they could have gotten it out in half the words and I would have enjoyed it way more. 0 of 0 people found the following review helpful. Good book to have..but will you be able to execute to turn the tide??

By David Ipeveryone knows Michael Porter, a professional, has gone bankrupt..And Kotler is still the master of marketing and going strong..bought this book few years back and was very surprised that this 2009 book can be so informative and very accurate in predicting the business environment trend...the big picture has never been clearly depicted...besides this book I am highly recommending for companies who must take cautious precautions, and reactions, but also careful planning not to the typical directions of laying off people or shrinkage of corporate budget...Rather, a company MUST equip the ability to be flexible as D'Aveni's Hypercompetition and as well as Clayton's Disruptive Products' creation....this is the real actions items a company and the Executives must do, so to avoid Professor Taleb's Black Swan...and agency problems: skins in the game..

7 of 7 people found the following review helpful. How to navigate "the unpredictable and uncertain waters" of "The Age of Turbulence"

By Robert MorrisAccording to Philip Kotler and John Caslione, today's business leaders need "a new view of the world and a new framework for dealing with it...a systems to make better decisions. They need a managerial framework and system to deal with chaos. They need a Chaotics Management System." In the Introduction, Kotler and Caslione note that business leaders "sense that we've entered an era of ongoing, continuous turbulence and heightened chaos. This realization is often accompanied by a sense of relief that they can now articulate what they've been sensing, coupled with dread that the traditional up cycle may not kick in to let the good times roll again - at least not like it did in the past. It is for this reason that we wrote Chaotics." These remarks reminded me of Andrew Grove's assertion that "only the paranoid survive" because, even when - especially when - the "good times" are rolling, they sustain a sense of "dread" that keeps them ever-alert to potential as well as obvious threats. In their book, Kotler and Caslione do not suggest that The Age of Turbulence is merely imminent. It is already here and all organizations are now subjected to its "unpredictable and uncertain waters" in their competitive marketplace, and their leaders must somehow "navigate" them through the turbulence while achieving Business Enterprise Sustainability (BES). The material is carefully organized within eight chapters. First, review the main causes of turbulence, then shift their attention to the sequence of eight steps of the chaotics implementation cycle that will enable business leaders to navigate "the unpredictable and uncertain waters of disruptive turbulence in what they characterize as the "Age of Turbulence":

1. Identify sources of turbulence and chaos
2. Identify management's wrong responses to turbulence
3. Establish early-warning systems
4. Construct key scenarios and strategies
5. Prioritize key scenarios and select strategy
6. Implement chaotics strategic management behaviors
7. Implement chaotics strategic marketing behaviors
8. Achieve business enterprise sustainability

Kotler and Caslione note that Clayton Christensen introduced the term "disruptive technology" in an article published by the Harvard Business Review and later developed this concept in much greater depth in a book, *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*, and then replaced the term with a new concept, disruptive innovation, in a later book, *The Innovator's Solution: Creating and Sustaining Successful Growth*, that he co-authored with Michael Raynor. In their own book, Kotler and Caslione devise and then explore a frame-of-reference for a process of disruption that not only continues but escalates during what Fareed Zacharia aptly characterizes as "the third great power shift in modern history." (The first two were the rise of the Western world (during the 15th century of science and technology, commerce and capitalism, and the industrial and agricultural revolutions; and then, during the concluding years of the 19th century was the rise of the United States whose superpower status has been, for the last twenty years or so, largely unchallenged.) The most recent power shift has been caused by the BRIC countries (Brazil, Russia, India, and China) and various cash-rich countries in the Middle East. The nature and extent of turbulence caused by this most recent power shift are unprecedented. I especially appreciate Kotler and Caslione's skillful use of several reader-friendly devices that include several dozen checklists (most with annotations and explanations) that are inserted throughout the narrative. They facilitate, indeed expedite frequent review later of key points. For example, factors that can cause chaos (Page 18), hypercompetition strategies and tactics for disruption (Page 31), some of the most common mistakes that business leaders make when turbulence hits (Page 49), the "top-ten" innovation mistakes a company can make during a turbulent economy (Page 57), the sequence of action steps of "one effective and efficient" approach to scenario writing (Pages 92-93), the eight-step chaotics implementation cycle (Page 107), ten recommended practices to "weather" extended periods of economic turbulence (Pages 124-126), ten effective HR recommendations to help keep companies moving forward when the economy isn't (Pages 132-146), four key changes in the marketing landscape (Page 141), eight contingency initiatives while on "active stand by" before turbulence "whips up" again (Pages 151-153), three important recommendations to keep in mind for "keeping your margins above water while you are pushing for deeper market share" (Pages-158-160), six key steps for sales executives to get their sales teams to take on a tough economy and increase badly needed sales (Pages 161-163), and the common characteristics of a "firms of endearment" (Page 182). To their substantial credit, after briefly identifying the "what" of these and other business challenges, they focus most of their attention on how to respond effectively to them. Despite the nature and extent of

unprecedented challenges and perils created by "the third great power shift in modern history," Kotler and Caslione remain confident that it is not only possible for companies to survive during The Age of Turbulence; they are convinced that they can thrive while achieving Business Enterprise Sustainability (BES), the subject of their sixth and final chapter. They suggest three "pragmatic steps" that business executives can take (listed and briefly discussed on Page 169) while ensuring that all initiatives are focused on all issues integral to extending the life of the business enterprise for as long as possible. BES "aims for a comprehensive strategy to maximizing the underlying value of companies in the extended long term, while optimizing company performance and value in the short and medium term - but never to compromise long term value." When concluding their brilliant book, Kotler and Caslione quote Arie de Geus's observation, "The natural average lifespan of a corporation should be as long as two or three centuries." What are the common characteristics of companies that have remained in business for that long, or longer? Arie de Geus cites four: sensitivity to their world around them, awareness of their identity, tolerance to new ideas, and conservatism in financing. Today's business leaders need to recognize and take into full account "the new normality - heightened turbulence and chaos." With the capable assistance of Philip Kotler and John Caslione, they will be much better prepared to respond effectively to it.

We have entered into an entirely new era, an age of increasingly frequent and intense periods of turbulence in the global economy. Unlike past recessions, today's crises have precipitated a need for businesses to develop a new mindset, one that takes into account intermittent periods of disturbance, allowing them to thrive while under the constant threat of chaos. Complete with metrics and measurements, "Chaotics" outlines a powerful new system for managing waves of uncertainty affecting customers, employees, and other stakeholders. In this climate of increased turbulence, no organization can survive with less.

Globalization and technology have heightened the interconnection, interdependence and fragility of today's marketplace; Chaotics provides a system for steering businesses through both the best and worst of times. -- Research magazine Kotler and Caslione have produced a timely and thoughtful analysis of the turbulent economic environment in which we now live, with a series of practical responses to the challenges faced. -- The Irish Times wrestling with how the increasing speed of change is affecting your business; then there is plenty of rock-solid common-sense advice in the book...well worth your time. -- 1to1 magazine In Chaotics, authors Philip Kotler and John Caslione pool their expertise to provide business leaders with a system for navigating the turbulent times; -- Consulting magazine outlines a powerful new system for managing waves of uncertainty affecting customers, employees, and other stakeholders; The best of the year so far! -- CEO Refresher.com "The authors hit a home run with this book. Reader value is off the charts. -- Springfield Business Journal Philip Kotler; The man who brought metrics to marketing doesn't disappoint; even the chart-averse will admire the skillful discussion of economic chaotic theory. -- The Deal very timely book; world economies are still turbulent, and given their interconnectivity, that's increasingly likely to continue; well-written, lucid treatise on surviving the new state of capitalism. -- Financial Executive Selected as one of the best books of 2009 by CEO Refresher.com; true value of the book is in pressing readers to change their mindset...never expect normality nor take it for granted; excellent read for anyone who does not want to be one of the dimwits. -- Graziadio Businessreport CHOICE April 2010 Editors' Picks; clearly written, interesting, and practical book. -- Choice magazine From the Inside Flap As the fallout from the financial meltdown of 2008 grows progressively worse, companies, industries, and entire markets cling precariously to life or have ceased to exist altogether. And the turbulence may not be over any time soon. In Chaotics, noted business strategists Philip Kotler and John Caslione present the intriguing, if unsettling, argument that these troubled times are not an aberration, but the new face of normal. In fact, the economic downturn is part of a continually oscillating Age of Turbulence, where both risk and opportunity are quickly felt around the world, now inexorably linked by globalism and technology. It's a world that chews up the unprepared, but rewards the prepared--those robust companies that have the ability to quickly anticipate and effectively respond to potential threats. Packed with illuminating examples of resilient companies that are successfully navigating turbulence, as well as many painful examples of bankrupt or soon-to-be defunct companies unprepared for the chaos that felled them, Chaotics provides deep insights and practical strategies for not only surviving the current economic downshy;turn, but also thriving amid the many slumps and spurts of prosperity that lie ahead. At the heart of this book is an innovative Chaotics Management System for minimizing vulnerability and exploiting opportunities--and putting yourshy;self way ahead of your competitors, most of whom are clinging to the same old panic tactics of across-the-board staff cuts, deep price discounts, and slashed investments in marketing, branding, and new product development. The system outshy;lined here helps you completely rethink how you manshy;age and market during recession and other turbulent conditions, including how to: Develop early warning systems for identifying the first signs of upheaval, including disruptshy;tive innovations and shocks Construct detailed worst-case, best-case, and most-expected-case scenarios using the strategies for effectively

dealing with each Cut costs or enhance efficiency strategically in specific departments: finance, information technology, manufacturing, purchasing, and human resources Secure your market share from core customer segments—without decimating customer research and marketing budgets Compress strategic planning into shorter, three-month time cycles to keep a closer read on the pulse of the company Prevent the potentially catastrophic consequences of abandoning core principles Timely, practical, and compelling, *Chaotics* is an indispensable guide for business leaders striving to survive today's economic storms and to prosper through the inevitable turbulence of tomorrow. Philip Kotler is one of the world's foremost experts on the strategic practice of marketing, and was voted the first Leader in Marketing Thought by the American Marketing Association. He is the S.C. Johnson Distinguished Professor of International Marketing at the Kellogg School of Management at Northwestern University, and the author of the seminal *Marketing Management* and several other influential books. He lives in Glencoe, Illinois. John A. Caslione is one of the world's most accomplished business strategists, serving as advisor to numerous large and middle-market companies, and having executed global business development strategies in 88 countries on six continents. He is the founder, president, and CEO of GCS Business Capital LLC, a global mergers and acquisitions advisory firm. He lives in Lake Forest, Illinois. From the Back Cover Praise for *Chaotics*: "a simple and profoundly important fact that the practice of management needs retooling as much as our economy and financial system in general. *Chaotics* is a superb start on the retooling process—especially its emphasis on imbedding resilience in organizations. Leave it to Phil Kotler to give us lift-off power when we need it most." —Tom Peters, coauthor, *In Search of Excellence* "An unprecedented book—for unprecedented times. Should be required reading for all managers in today's chaotic world." —Marshall Goldsmith author of *What Got You Here Won't Get You There* and *Succession: Are You Ready?* "Kotler's and Caslione's timing is simply perfect. *Chaotics* offers tremendous insight into our new normality of turbulence and uncertainty—which most businesses are ill-equipped to handle. *Chaotics* is an excellent strategy manual for business leaders and their organizations for handling and overcoming all crises, now and into 'The Age of Turbulence.'" —Ferdinando "Nani" Falco Beccalli, President and CEO, GE International "In times of unprecedented turbulence and volatility, new ways of thinking about and approaching the enormous issues facing business leaders are essential. *Chaotics* provides a compelling analysis of the issues and the roadmap needed to navigate through an increasingly risky and unpredictable business environment." —John Hahn, Managing Director, Providence Equity "When skies are darkest, the brightest stars shine clearest. In the corporate world, they are the ones with strategic focus, not those who resort to knee-jerk, across-the-board cost cutting. In marketing's gloomy sky, Philip Kotler is our brightest star. Together with strategist John Caslione, he has created this outstanding, timely, practical book to steer businesses through these turbulent times. Buy it. Read it. Do it." —Emeritus Professor Malcolm McDonald, Cranfield University School of Management, United Kingdom, author of *Creating a Company for Customers* "There will be winners and losers emerging from this Age of Turbulence. *Chaotics* provides a timely framework for dealing with turmoil and prevailing in the zero-sum contest for survival." —George Day, Geoffrey T. Boisi Professor of Marketing, Wharton School, University of Pennsylvania