



emergenetics®

**Marketing
Management and
Brain Science**

Thinking our way to success

What We Have Always Known

The most successful marketing people adapt their behaviours and actions towards those they need to influence. Marketing is a philosophy not a department. A Marketing Manager is like a conductor managing an orchestra. The goal is to create harmony among the various players.

To get the best from the group, the conductor needs to understand how each person is wired to approach the task of creating music. This understanding will increase the likelihood of a successful performance.

The most successful marketers can adapt their style to match the preferences of the people whose support they need to execute their strategy.

Achieving Buy-in

The latest knowledge that enables marketing people to improve their influencing capability is brain science.

This short paper outlines how a better understanding of brain science can foster more productive interactions between marketers and their key stakeholders and offers practical suggestions that marketing teams can use to immediately drive performance.



WHAT SCIENCE IS NOW TELLING US

We now know that everyone a marketer deals with will have personal preferences in terms of how they like to be treated and receive information. Judging how and when to adapt is a key skill that relatively few marketing people do instinctively. Most need help to initially learn this skill, if they are to **select the right approach and connect effectively** with all their stakeholders.

“The impact on buy-in and marketing productivity will be profound if adaptability is learned.”

The impact on buy-in and marketing productivity will be profound if adaptability is learned. A key stakeholder who prefers a thoughtful, detailed presentation that they have time to consider and test, could be frustrated by an enthusiastic envisioning of a big picture. Equally, a ‘big picture’ person may lose interest if given more detail than they require.

You can place this skill in the hands of marketing people, using the available knowledge of brain science. Choosing the wrong communication approach for a stakeholder is dangerous, as we now know how acutely sensitive the human brain is when deciding whether to trust someone.

There are some simple tactics that can be employed to help trust develop. These include **proving credibility, reliability and empathy, whilst minimising any hint of self-interest**. Once “non-trust” chemicals are released by the brain of a client or prospect, any marketing person is fighting a losing battle to gain collaboration.

Emergenetics

Emergenetics is a powerful framework that enables marketing people to understand and then adapt their behaviours and language when working with internal stakeholders.

By identifying stakeholder preferences, they can choose to exhibit the behaviours and approaches that are most likely to encourage their stakeholders to listen and then choose to do work with them.



Think of the following examples of how two potential stakeholders can be very different in what they 'prefer' from a marketer.

Compare

Someone who needs to see a detailed plan before they buy an idea	versus	someone who simply needs a new vision of the future.
Someone who needs quiet time on their own to think things through	versus	someone who does not even think about the topic until they arrive at the meeting!
Someone who needs time with colleagues to work through ideas	versus	someone who prefers making the decision alone.

Imagine if a marketer could identify which of the above approaches a potential stakeholder needed, either before the meeting, or in the first few seconds of the meeting. They could then **adapt their style immediately**, enhancing the potential for the establishment of trust.

Most companies have witnessed the negative impact of marketing people at war with colleagues in sales and other functions. This is often caused by a clash of approaches, combined with an inability to adapt behaviours so that they can work effectively together.

Organisations are reliant on their marketing team to represent their business strategy to their colleagues in other functions such as customer service, sales, operations and logistics. If they do not have mutually productive relationships with those functions, it compromises their ability to understand and then efficiently build the support needed for the successful execution of that strategy.

BEHAVIOUR STYLES

High performing marketers tend to remember they have two ears and one mouth. The ability to **listen well** is one of the most powerful tools a marketer can use. It helps them pick up on stakeholder cues to how they think and which behavioural style they prefer.

A marketer can come across as much more empathetic, interested, understanding and wise, simply by listening 'actively' and attentively. It is particularly important for a marketer to remember this if they have personal preferences for talking a lot or being very direct. **Flexing to the situation** will pay dividends.

Taking time to listen is just one aspect of the three behavioural attributes that Emergenetics has identified can help marketers build more effective internal relationships.

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THINKING STYLES

A stakeholder's preparation for a meeting, or their conduct as a marketer arrives, can hint at how they think.

A stakeholder who does not give directions to their office, changes a meeting repeatedly, has no agenda or arrives late, may well have a **'conceptual'** preference (Emergenetics terminology).



A stakeholder with a clear agenda for a meeting, or who asks about the practicalities of the journey to the meeting, may have a **'structural'** preference.

Conceptual and Structural thinking are two of four thinking attributes explained through Emergenetics.

This is brain science, but not rocket science. It requires a marketer to **observe and listen diligently with an open mind**. By asking open questions, a marketer will start to pick up clues to the stakeholder's thinking preferences. The answers to the questions will help the marketer adjust their approach to gaining the stakeholder's trust.

Customer Application

As well as helping with internal marketing, an understanding of Emergenetics can also add a new dimension to marketers' **understanding of buyer behavior**. In turn this can lead to improvements in product and service positioning and day to day customer interactions. Here are some examples:

- Consider the different thinking preferences that are at work for someone considering joining a gym, with **social preferences** (who might I meet?) versus **analytical preferences** (how much weight might I lose in the next month?). How would we adapt our marketing accordingly?
- When marketing domestic white and brown goods, what is the right balance between communication that appeals to the **conceptual thinker** (how will this dishwasher transform my life?), the **analytical thinker** (what is the energy consumption?) and the **structural thinker** (how easy will this be to install)?
- When dealing with customers on social media platforms, such as Facebook and Trip Advisor, how might we improve our responses based on a recognition of expressive, assertive and flexible cues in the words that the customer has used?
- When designing a website, how might an understanding of our core customer thinking attributes (**conceptual, social, structural** and **analytical**) help us achieve a better balance of content? Which of these thinking styles is likely to be at play in different stages of the buyer journey?



In Summary

1. Listening for evidence of an internal stakeholder, client or prospect's preferences is a skill that can be learned. Training followed by diligent practice can soon make it habitual.
2. Successful marketers are mindful of their own behavioural preferences and adapt their approach in line with the preferences they perceive in their audiences.
3. Marketers will win support for their strategy by listening attentively and then responding in an appropriate style.

For more information on this topic or to discuss how to help your marketing team members become more effective, please get in touch.

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