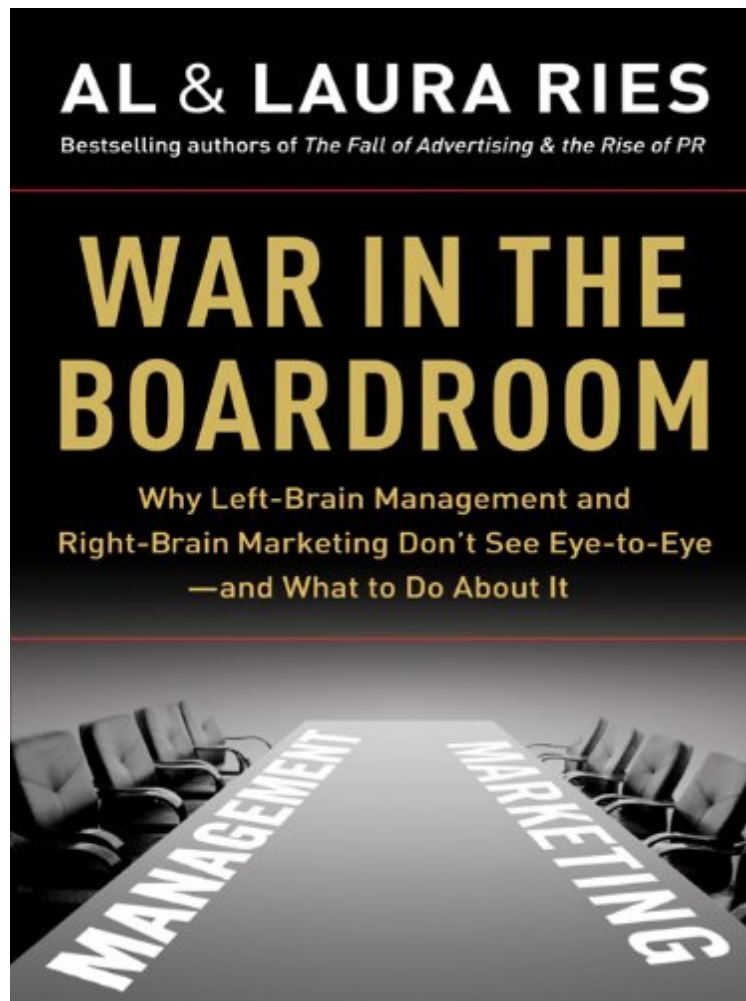


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## War in the Boardroom: Why Left-Brain Management and Right-Brain Marketing Don't See Eye-to-Eye--and What to Do About It

Al Ries, Laura Ries

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Al Ries, Laura Ries : War in the Boardroom: Why Left-Brain Management and Right-Brain Marketing Don't See Eye-to-Eye--and What to Do About It before purchasing it in order to gage whether or not it would be worth my time, and all praised War in the Boardroom: Why Left-Brain Management and Right-Brain Marketing Don't See Eye-to-Eye--and What to Do About It:

3 of 3 people found the following review helpful. Good message but there are flawsBy Mark EllinsReview for for War in the Boardroom -I give this book a strong 3 stars. The message was good and it should be read by Marketers and Sales. The message stating the companies should stay focused and not stray away from their direction is absolutely correct. BUT there were several inherent flaws in this message and the way this book was written:1. I thought it was

presumptuous the way they made the Management look like idiots and the markets always being right. As someone working in the international hi-tech market for 20 years, this couldn't be further from the truth. Without going into details, Marketers do not always see the big picture and get caught up in the message and not the reality. Products are sold based on reality and events on the ground. Marketers are usually disconnected from end customers, specific regions and distribution channels. This book did not touch about any of those specifics.<sup>2</sup> The book only focused on Fortune 500 companies. What about us who work in smaller companies? The book totally ignored us.<sup>3</sup> Darwin theory - Darwin's theory is so true with species as it is with businesses. A company that is too focused can make itself extinct when the environment changes or shifts. They brought the example of Blackberry but the book was unable to see its future failure. They were so focused on business handsets that they totally over looked the smart phone and now with the environment changing they are about to become extinct. Here Management can play a great role of having the ability to steer a company when the market shifts or changes. The book totally ignores this fact.<sup>4</sup> Really did not focus on hi tech. There were too many car company examples. Besides that, the book is written clear and easy to comprehend and there are many good lessons to be learned.<sup>5</sup> 5 of 5 people found the following review helpful. Packed with great examples and insights. By LovingBooks Al Ries won the hearts and minds of marketers back in 1981 with his seminal text on positioning, and, to his credit, he's still preaching the same message. And for good reason: his positioning theories and insights have been proven time and again over two-plus decades. This book -- written with his daughter Laura -- clearly shows how marketers and management sit on opposite sides of the table when it comes to outlook and actions. Management deals in reality; marketing deals in perception. These two authors know how to write. There's not a dull page to be found. Instead, the book overflows with dozens of lively, real-world examples clearly demonstrating the difference between management and marketing -- and where right-brainers or left-brainers have taken their brands for better or worse. And the authors aren't shy about assessing and making predictions about some of today's marquee brands such as Google and . It's an interesting, fun read. More literal-minded readers -- left-brainers -- might be disappointed that final chapters aren't devoted to by-the-numbers directions on what to do about the problems of divided brains in the boardroom. But right-brainers -- in fact anybody who pays attention -- will instantly understand that every chapter in the book and the myriad examples provide the case studies on what works and what doesn't work. If you're on the management side, read and heed. And if you're on the marketing side do as the authors suggest and use the well-written case histories as analogies to help educate top management and sell your concepts.<sup>0</sup> 0 of 0 people found the following review helpful. Ammo for the Other Side of the Table By Crunchworm I'm a fan of the past work Al Ries has done on branding so it is no surprise that the book is slanted towards the marketing side of the supposed "War in the Boardroom" that takes place between management and marketing. While the book touts a resolution between left-brain management and right-brain marketing thinking, don't get your hopes up for a road map on how to overcome the differences. Instead you get an effective summary of how each side may look at selected topics and depending on your orientation you will lean towards the management drive for maximizing revenue and margin streams in the short term or the marketing push for mid to long term positioning to own a product category. While Al and Laura Ries touch on the edge of the subject, the important takeaway from the book is that it provides a good orientation for you to find the common ground between management, marketing and sales that will drive sustained results for a company. Combine this book with Simplified Strategic Planning by Bradford, Duncan Tarcy to get the ammo you will need to understand where all sides are coming from to communicate your position in your next meeting or next project.

Renowned business gurus Al and Laura Ries give a blow-by-blow account of the battle between management and marketing and argue that the solution lies not in what we think but in how we think. There's a reason why the marketing programs of the auto industry, the airline industry, and many other industries are not only ineffective, but bogged down by chaos and confusion. Management minds are not on the same wavelength as marketing minds. What makes a good chief executive? A person who is highly verbal, logical, and analytical. Typical characteristics of a left brainer. What makes a good marketing executive? A person who is highly visual, intuitive, and holistic. Typical characteristics of a right brainer. These different mind-sets often result in conflicting approaches to branding, and the Ries' thought-provoking observations culled from years on the front lines support this conclusion, including: Management deals in reality. Marketing deals in perception. Management demands better products. Marketing demands different products. Management deals in verbal abstractions. Marketing deals in visual hammers. Using some of the world's most famous brands and products to illustrate their argument, the authors convincingly show why some brands succeed (Nokia, Nintendo, and Red Bull) while others decline (Saturn, Sony, and Motorola). In doing so, they sound a clarion call: to survive in today's media-saturated society, managers must understand how to think like marketers and vice versa. Featuring the engaging, no-holds-barred writing that readers have come to expect from Al and Laura Ries, War in the Boardroom offers a fresh look at a perennial problem and provides a game plan for companies that want to break through the deadlock and start reaping the rewards.

From Publishers Weekly Father and daughter marketing experts and bestselling authors of The Fall of Advertising, the

Rieses explore the gulf between management and marketing and show why this gulf is bad for business, customers and the economy. They demonstrate how the two groups think differently: management deals in reality (left brain), while marketing deals in perception (right brain). This dichotomy extends to every facet of operation, including product versus brand, better versus different products and communicating versus positioning. The authors use a multitude of company examples from Booz Allen Hamilton, McDonald's, Pepsi and MasterCard to elucidate their points, showing how the two groups approach vital issues such as growth, competition and branding, underscoring the need for both marketing and management to understand the other side's perspective and priorities. The Rieses are persuasive in their argument, examining tried-and-true brands as well as those that have faded. Entertaining and enlightening, this book has much for executives and managers at all levels to ponder. (Mar.) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "The Rieses are persuasive in their argument.... Entertaining and enlightening, this book has much for executives and managers at all levels to ponder." About the Author Al Ries and his daughter and business partner Laura Ries are two of the world's best-known marketing consultants, and their firm, Ries Ries, works with many Fortune 500 companies. They are the authors of *The 22 Immutable Laws of Branding* and *The Fall of Advertising and the Rise of PR*, which was a *Wall Street Journal* and a *BusinessWeek* bestseller, and, most recently, *The Origin of Brands*. Al was recently named one of the Top 10 Business Gurus by the Marketing Executives Networking Group. Laura is a frequent television commentator and has appeared on the Fox News and Fox Business Channels, CNN, CNBC, PBS, ABC, CBS, and others. Their Web site (Ries.com) has some simple tests that will help you determine whether you are a left brainer or a right brainer.