

Aaker, D.A. 20, 274
Abell, D.F. 41, 307
absorptive marketing capabilities 166–8
accounting in internal marketing 505–6
achievers 246
achilles' heels 170
Achrol, R. 458-9, 463-5, 467, 473, 475, 478, 481
ACORN 213, 217, 219, 245–6, 253
action in communication model 355
adaptive marketing capabilities 168
additions in new products 378
Advantage Matrix 89–91
advertising
capabilities 165
as communication tool 356–7
advertising audience measurement 361
AEM 84
affluent materialists 246
AGB 98
age and market segmentation 214
aggressive posture 88–9
Ahmed, P.K. 150, 151, 152, 166
Airbus 384
Aldi 125
Alexander, L.D. 487, 488
alienation in internal marketing 493
alliance-based marketing assets 164
alliances and positioning 553
Allied-Domecq 505
Allison, K. 55–6, 164
Amazon.com 136, 287, 347, 362, 364
Ambler, T. 54, 155, 506
AMD 535
Amstrad 84, 374, 376
Anderson, E.W. 20
Anderson, J.C. 459
Andreessen, Mark 136
animatics 258
Apple Inc. 41, 287, 342, 373, 378, 448, 471, 544
case study 55–6
arms-length transaction customers 225
Armstrong, J.S. 196, 199

Arthur D, Little and McKinsey 38

ASDA 45, 99, 171, 517 assets, positioning on 552-3 association techniques 258 assurance in relationship marketing 405 AT&T 470, 474-5 attribute profiling 260-1 automotive industry competitor analysis in 119, 124 environmental pressures on 66-7 key account management 441 positioning 558, 565 strategic alliances in 465-6, 471 strategic groups in 80-1 Avis 148 awareness in communication model 354-5 Baader 551 balanced scorecard 73 Ballantyne (case study) 537-8 banner advertising 359-60

Bombay Company 465	business-to-business goods, forecasting 194–5
Bonoma, T.V. 226, 234, 490, 492	buyer motivation 229
bootstrapping 196–7, 199	buyer risk perceptions 229
Boss 64	buyer-seller similarity 229
Boston Consulting Group 38, 89, 306	buyers, bargaining power of 77
Bowen, D.E. 20, 402	Buzzell, R.D. 20, 50, 289, 306, 311, 459
Box-Jenkins method 199	bypass strategy 322
BP 66	
B&Q 221	Cadbury Schweppes 135, 193, 214, 384
Brady, J. 4, 547	Cadbury Trebor Bassett 470
brand development manager 53	Calyx & Corolla 460, 464
brand differentiation 316–18	Campbell Soups 52
brand loyalty 223, 225	Canon 41
brand management 51–3	Cantor Fitzgerald 527
brand sales managers 52	capabilities, positioning on 552–3
brands as marketing assets 155-7	capability profiles
Branson, Richard 33, 92, 132	in competitor analysis 129–31
breadwinners 37	current 290
breakaway positioning strategy 345	capacity utilisation 306
Bridgewater, S. 373-4, 384	Capon, N. 442, 445
Brita 551	Carroll, A.B. 522, 523, 525
British Airways 119, 400, 461, 472, 475	Carroll, J.D. 265, 268
case study 512–13	cartoon and story completion 258
British Gas 119	case studies
British Leyland 348	Ballantyne 537–8
British Steel Corporation 135	B&O 296−8
British Telecom 449	Boeing 201
Broadbent, S. 105, 277	British Airways 512–13
BT 65, 496	Emap 141–2
build strategies 320–3	ethnic minority media 270–1
confrontation 320–3	Gillette 391–2
managerial skills 332–3	Henley Centre 569–71
market expansion 320	Internet Exchange 237–9
pioneers and conquerers for 332	iPhone 55–6
BUPA 367	Miele 172–5
business analysis of new products 384	Nokia 333–4
business buying 195	Pret a Manger 411–13
business environment, changes in 542–5	Proctor & Gamble 113–14
business market segmentation 226–30	Psion 27–8
attitudinal characteristics 228–9	Smythson 538
background characteristics 226–8	Tyrrells 368–70
company size 226–7	Virgin Megastores 92–3
customer capabilities 227	Xerox 452–4
industry type 226	Yahoo and eBay 482–3
location 227	cash rebates as promotions 353
product application 228	Castor, A. 458, 459
purchasing organisation 227–8	category management 22, 60
technology 227	chaebol 466
behavioural characteristics 229–30	
personal 229	chain ratios in forecasting 178–9
*	Chang, J.J. 265, 268, 485
product status and volume 230	change, impact of 287
business strategy 72	Christensen, C.M. 15, 107
business-to-business customers and CSR 528-9	Cisco Systems 366

Clarkson, M.B.E. 19, 523	strategies 556–68
Club 18-30 243	customised 566-8
ClubMed 243	on differentiated benefits 564-6
cluster analysis 251	on innovation 560–3
clustering methods 252	on price 556–9
Coca-Cola 527	on quality 559–60
Cockburn, Bill 70–1	on service 563–4
coercion in internal marketing 493	competitive positions 65
Colgate-Palmolive 52	competitive posture 88–9
Collis, D.J. 144, 302–3	competitive strategies
Colmans 46	defensive 323–8
comfortable belongers 246	divestment 331
commercialisation 67	harvesting 330–1
of new products 386	niche 328–30
commitment in network organisations 473	offensive 319–23
commoditisation 423	competitiveness drivers in industrial competition
commodity buyers as customers 399	77–8
communication	competitor analysis 118–33
changes in 546	capability profiles 129–31
in internal marketing 494–5, 498	capability resources 129
and market segmentation 224	competitors' current strategies 123–9
communication strategies 354–61	competitors' objectives 121–3
basic model 354–5	competitors' vulnerabilities 132
cross-functional 388	components 120
decisions 356	future strategies, predicting 131–3
and internet 358–61	good competitors 133–6
process 354	marketing mix 125–6
tools 356–8	marketing organisation 126
company name as marketing asset 154–5	strategic focus 124–5
company records 98–100	target markets 124
company strength 292	targets 120
Compaq 41, 367, 562	value chain analysis 126–9
competencies, positioning on 552–3	competitor-defined markets 275
competition, quality of 283	competitor information 117
competitive advantage 22	competitor intelligence 139
and CSR 518, 532–6	competitor orientation 9, 12
strategies for change 70	competitor price levels 349
see also sustainable competitive advantage	competitors and CSR 531–2
competitive benchmarking 116–18	competitors' former employees as competitive
aspects to benchmark 117	information 138
relevant data 117–18	components of strategic alliances 476
against whom 117	concentric network 466–7
competitive information 136–9	concept boards 258
sources 137	concept testing in forecasting 191–2, 200
competitive intensity 283, 286	confused positioning 210
competitive one-upmanship 375	conjoint analysis 200
competitive positioning 10, 149	conservative posture 88–9
creating 46–50	consumer market segmentation 213–26
decisions on 26	attitudinal characteristics 221–2
levels 208	behavioural characteristics 223–6
market targets 47–8	communication behaviour 224
and pricing 349–50	consumption behaviour 223–4
principles 207–10	and marketing mix 224
DIMEDICO 407 10	unu muncung mila 227

consumer market segmentation (continued)	critical success factors 42–3
purchase behaviour 223	cross-disciplinary orientation 10
relationship-seeking 225	cross-functional marketing
customer characteristics 213–21	and HRM 504–5
ACORN on 219	as internal marketing 503–10
demographic 214–15	rationale for 503–4
life cycle 217–19	cross-impact analysis 197–8
lifestyle 220–1	Crouch, S. 105, 219, 245, 246
personality 220	crown jewels 170
socio-economic 215–17	cultural blocks in new product development
consumers and CSR 528	388
consumption and market segmentation 223-4	cultural environment 63–7
contraction defence 328	and organisations 65–7
Cook, V.J. 224, 321	Cunard 122
Cool, K. 144, 150	curve fitting 181–3, 199
copyrights as marketing assets 163	customer base as marketing asset 162
core capabilities 153	customer-based marketing assets 154-9
core competencies 303, 475	brands 155–7
core strategy, establishing 35–46	country of origin 157–8
expanding the market 44–5	market domination 158-9
market analysis 40–2	name and reputation 154–5
market share 45–6	superior goods and services 159
portfolio planning 38–40	customer-defined markets 275
product portfolio 36–8	customer development manager 53
profitability, improving 46	customer diversity 460
resource analysis 35–40	customer focus 10, 21–2
SWOT analysis 42	customer information 109-12
corporate social responsibility (CSR)	customer intimacy in value-creation 147
and competitive advantage 518, 532-6	customer-led marketing 14
defensive initiatives 527–32	customer loyalty 447
initiative drivers 524–7	customer needs 206
and marketing strategy 515–20	customer orientation 9, 11
scope of 521–4	customer purchasing strategy 444
as ethics-driven 523	customer relationship management 168, 364
as managerial process 523-4	customer relationship management (CRM)
as social obligation 522–3	421
as stakeholder obligation 522	customer relationship marketing 397-402
cost leadership 48–9, 304	building relationships 400–2
achieving 305–8	communication 405
and differential advantage 50	cornerstones of 398
cost plus pricing 352	customer satisfaction 403
counter-offensive 326–7	delighted customers 401–2
country of origin as marketing asset 157-8	evaluation of 405–6
Cravens, D.A. 434, 475, 478, 548	expectations, meeting 403-5
Cravens, D.W.	loyalty, benefits of 400-1
in changing market environments 71, 72, 78	and organisational change 547
on strategic alliances 456, 457, 459, 463, 468, 473,	relationship ladder 397
477, 481	reliability 404, 405
and twebtieth century marketing 543	superior service 402–6
Cravens, K. 456, 457	3 S's 402
creativity in new products 379-80	customer relationships in strategic sales capabilities
Crespedes, 486, 488	421–2
Crimp, M. 243, 246	customer retention and loyalty 162

customer satisfaction 403	demand forecast 177
and internal marketing 492–3	demographic change 63
measuring 406–10	demographic characteristics and market segmentation
quality gap analysis 409–10	214–15
customer sophistication 422-3	Design For Manufacturing and Assembly (DFMA) 385
customer value, creating 302	desire in communication model 355
customers	developing resources 170–1
bargaining power 281	developments 37
closeness to 388	Dewsnap, B. 506, 507
constant change 24–5	Dickson, P.R. 167, 549
do not buy products 22-3	Dierickx, I. 144, 150
information on 95	differential advantage 48-50
current 95–7	and cost leadership 50
future 97–8	differentiated benefits positioning 564-6
key, relationships with 554-5	differentiated market targeting 294
most valuable 399	differentiation 49, 304
in non-profit organisations 18	achieving 308–18
requirements, identifying 25-6	degree of 284
as stakeholders 17	low 75
customised positioning 566-8	marketing resources and 144-6
cycle 180	purposes of 275
	see also product differentiation
Daewoo 208-9, 287	diffusion of innovations 185
Daily Telegraph 70	Digital Equipment 227
DaimletChrysler 470	dinosaurs, new products as 373
Dairy Crest 566	direct channel in customer portfolio 436–7
Dale-Pack 132	direct interviews to benchmark 118
Dana Corp 494	Direct Line 5, 119, 375
data-oriented decision support systems 111	direct marketing as communication tool 353-8
data sharing to benchmark 118	dirty tricks as competitive information 138–9
data warehouses 67, 161	disaffected survivors 246
Davis, I. 4, 547	discontinuous marketing 86
Day, G.S.	distinctive competencies 303
on market environments 71	distinctive competencies in marketing strategy 33
on market targets 275, 276	distribution as marketing assets 159–60
on organisational resources 146, 150, 151, 168	distribution capabilities 165–6
on segmentation 205, 260	distribution differentiation 315
on strategic management 10, 14, 15	distribution in internal marketing 498
on twentieth century marketing 553	distribution strategies 361–3
De Beers 123	channels 361–2
deal-makers 225	and internet 362–3
dealer display rooms 194	distributor display rooms 194
decider customers 96	distributors as stakeholders 18
decision making in sales organisation 428–9	divestment 331
defensive posture 88–9	Dixons 448
defensive strategies 323–8	dominant customers in SCM 436
market maintainance 324	dealing with 438–51
DeFillippi, R.J. 144, 145, 150	double agents as competitive information 139
delivery lead-time as marketing asset 160–1	doubtful positioning 210
Dell Computers 41, 126, 160, 362, 366, 421, 439, 447,	Doyle, P. 547, 548, 555
469-70, 536, 544-5, 562-3, 568	on customer management 423
Delphi method 196, 199	on innovation 373–4, 384
demand, seasonality of 281	on market-led strategic management 4, 16, 17, 20

Doyle, P. (continued)	exit barriers 74
on marketing mix 349, 351	expert opinion 196, 200
on marketing planning 54	expert systems 112
on twentieth century marketing 547, 548, 555	exploiting resources 170-1
Drake, S. 484, 485	expressive blocks in new product development 388
Drucker, P.F. 8, 37, 421, 541	extended marketing mix 363-5
Dulux 360	people 363
Dunlop Tyres 122, 444	physical evidence 364–5
DuPont Inc. 535	processes 364
dynamic capabilities 151–3	external markets and internal marketing 496
dynamic marketing capabilities 166-8	external partners and internal marketing 510
Dyson, James 16, 125, 287, 543, 562	
	Farley, J.U. 62, 69
Eagle Star 287	Ferrell, O.C. 521, 522
early adopters 339	Fidler, S. 518, 535
early majority 339	finance in internal marketing 505-6
easyJet 45, 558–9	Financial Times 167
eBay 365	Firestone 154
case study 482–3	firm, resource-based view of 148-53
econometric methods of forecasting 200	first-order segmentation 231
economic environment 61–3	Fishburn, D. 62, 64, 68
economic fluctuations 284	Fisher-Pry method 186
economic value to customer 349, 351–2	Five Forces Model of industry competition 73–8
economies of scale 72, 305	buyers, bargaining power of 77
Economist 136, 157, 159, 160, 354, 358, 360	competitiveness drivers 77–8
efficient consumer response (ECR) 462	market entry 75
Egg 365	rivalry 73–5
80/20 rule 230	substitutes as threat 76
Electrolux 543	suppliers, bargaining power of 76–7
Elida-Gibbs 52–3	F.J. Benjamin Holdings 469
Emap (case study) 141–2	flamingos, new products as 373
EMC 469-70	flanking attack 321–2
emotional blocks in new product development 388	flanking defence 325–6
empathy in relationship marketing 405	Fletcher Challenge Ltd 292–3
employees	flexible networks 464–5
and CSR 530–1	focused market targeting 294-5
in non-profit organisations 18–19	Forbis, J.L. 314, 351
as stakeholders 17	Ford Motor Company 121, 154, 221, 441, 471, 565
emulators 246	forecasting 82–5
encirclement attack 322	bootstrapping 196–7
Encyclopaedia Britannica 543	cross-impact analysis 197–8
end-user focus 71	and current demand 177–9
environmental blocks in new product development 388	chain ratios 178–9
environmental forecast 177	market build-up method 177-8
environmental stability 85-6	market-factor index method 179
environmental turbulence 85–6	Dekphi method 196
erratic events 180–1	markets 177
ethics-driven CSR 523	and past demand 179–91
ethnic minority media (case study) 270-1	leading indicators 189
euphoria in internal marketing 494	multivariate statistical analysis 189–91
European Single Market 62, 69	time series analysis 180–1
Evans, P.B. 543, 549	trend analysis 181–9
evolutionary fit 151–2	scenario writing 197

forecasting (continued)	Guinness 46
subjective methods 199–200	Gummesson, E. 20, 402, 458, 467, 477, 485, 490-1
through experimentation 191–5	
business-to-business goods 194–5	Haley, R.I. 222, 231, 236
concept testing 191–2	Hamel, G. 553, 561
full test market 193–4	on organisational resources 147, 148, 149, 169
mini-test markets 192–3	on strategic alliances 475
pre-test markets 192	on strategic management 14
through expert opinion 196	on strategic planning 32
through intentions 195–8	on twentieth century marketing 553, 561
buyers' 195–8	harvesting strategies 330–1
dealer opinions 196	Harvey, F. 518, 535, 536
salesforce opinions 195–6	Heinz Foods 400
formalised screening new products 382–4	Helfat, C.E. 151, 553
fortification strategies 324–5	Hellmanns 46
Fortune 17	Henley Centre (case study) 569–71
Foster, R.N. 67, 123	Hewlett-Packard 41, 147, 163, 505
fragmented markets 91	hi-fi market 97
franchises as marketing assets 163	hierarchical clustering 251
Frank, R.E. 212, 216, 295	hollow network 463–4
frontal attack 320–1	Homburg, C. 19, 425, 437, 441
full test market in forecasting 193–4, 200	Home Depot 421
functional approach to innovation 389	Honda 374, 462, 473
functional organization 51	Hong Kong Disney 462
Turictional organization 51	Hooley, G.J. 14, 16, 32, 112, 150, 222, 234
Gale, B.T. 20, 50, 289, 306, 311	Hoover 287, 543
Gap Inc. 469	Housden, M. 105, 219, 245, 246
Gates, Bill 68, 119, 524	House of Fraser 221
gender and market segmentation 214	H.R. Challey Group 399, 423, 426, 429, 554
General Electric Corporation 36, 121, 197, 536	Hrebniak, L.G. 487, 488
General Motors 121, 465–6	
	Hulbert, J.M. 53, 431, 504
Gerstner, L. 457, 552, 564	human resource management 504–5
Gillette (case study) 391–2	Hunt, S.D. 393, 474
Glavo SmithKline 374, 377, 390	Huntingdon Life Sciences 530
global positioning 71	Hutcherson, P. 196, 199
globalisation 63	L 246
of markets 69–70	I-am-me group 246
Godfrey, 515, 522	IBM 15, 430–1, 552
going rate pricing 352	in competitor analysis 119, 134
Gompertz curve and equation 183–4	in copier market 326
good competitors, choosing 133–6	and CRM 547–8
goods and services spectrum 395–7	customer service online 366
Google,org 524	Global Service' 564
Grande, C. 237–9, 519	in mainframe market 14, 40, 75, 229, 552
Grant, R.M. 38, 146, 149	and Microsoft 472
Green, P.E. 110, 222, 263, 268, 352	in PC market 41, 119
Green, S. 62, 64, 68	relationship marketing 398
Greenpeace 44, 66	ideas generation in new products 380-1
grey market 63–4	IMI 440
Grönroos, C. 393, 402, 490	imitation rate 185
Growth Share Matrix 38	improvements in new products 378
Guardian 20, 31, 99, 156, 360	inbound logistics in value chain analysis 127
guerrilla tactics 322–3	industries, nature of 60, 177

industry competition, Five Forces Model 73–8	innovation management 495–6
buyers, bargaining power of 77	service quality 491–4
competitiveness drivers 77-8	strategic marketing 496–501
market entry 75	structure of 497–8
rivalry 73–5	internal support marketing assets 161–4
substitutes as threat 76	copyrights and patents 163
suppliers, bargaining power of 76–7	corporate culture 163-4
industry evolution 82–5	cost advantages 161
influencer customers 95-6	customer base 162
inimitability 303-4	franchises and licences 163
initiator customers 95	information systems 161–2
Innocent 374	market intelligence 161–2
innovation	partnerships 163
diffusion of 338-40	production expertise 162-3
and internal marketing 495–6	technological skills 162
organisational needs for 388	internationalisation 63
planned 376-9	internet 68, 75
innovation positioning 560–3	and communication strategies 358-61
innovation rate 185	and distribution strategies 362-3
innovative marketing capabilities 168	and market offer 346-8
innovators 223, 339	and pricing strategies 353-4
inside-out competencies 553	Internet Exchange (case study) 237–9
inside-outside venture approach to innovation 389	internet pioneers 365
integrated enterprise 71	internet pragmatists 366–7
integration 307	interviews to benchmark 118
Intel 378, 448, 535, 544–5	Iomega 373
intellectual blocks in new product development 388	iPhone (case study) 55–6
intelligence to add value 429–31	isolated segmentation 211
interdependence in network organisations 473	Iverson, Ann 70
interest in communication model 355	I 1
interfunctional orientation 9, 10, 12	Jackson, T. 147, 273–4
intermarket network 466–7	Jaguar Cars 124
intermediaries as competitive information 138	James, B.J. 319, 320, 327
internal market network 465-6	Jaworski, B.J. 8, 9
internal marketing 489-510	JCB 378
cross-functional marketing as 503-10	Jobber, D. 506, 507
development of 489–90	John Lewis Partnership 17, 20
evaluation of 503	Johnson, G. 30, 75
and external partners 510	Johnson & Johnson 5
and finance and accounting 505–6	Johnson Controls 461
and HRM 504-5	joint ventures 470
marketing orientation 501–2	Jones, D.T. 462, 510
and operation functions 509–10	Jones, E. 422, 426
planning for 501–3	Jones, T.M. 401, 523
programmes 502	judgemental methods of forecasting 199–200
role for 510	kaizen 25, 97
and sales integration 506-9	Kay, J. 79, 119, 144
challenges 509	keiretsu 466–7
marketing/sales interface 507–8	Keller, K.L. 7, 8
poor integration 508–9	Kellogs 46, 153
scope of 491–501	Kelly grids 265
communications 494–5	key account management (KAM) 441
and external markets 496	key customers, relationships with 554–5

Khoo, P.C. 319, 326	Lockheed-Martin 472
Kimberley-Clark 470, 550	Locozade 294–5
King, S. 23, 69	logistic model 184
Kodak 544, 553	long-term profit focus 9, 12
Kohli, A.K. 8, 9	loss leaders 353
Kotler, P.C.	low interest finance as promotions 353
on competitive advantage 319, 320–1, 330	loyal buyers 225
on corporate social responsibility 515	loyalty cards 67–8
on market targets 293	Lucozade 378
on marketing mix 336	Lusch, R.F. 335, 393
on segmentation 207–9, 212	luxury innovators 225
on strategic management 7, 8, 22	Tuxury Illilovutois 225
on twentieth century marketing 560	McDonald's 65, 377, 462
Kraft Foods 52, 566	Mackintosh, J. 441, 443
Kramer, M. 514–15, 520–1, 524–5, 527, 529, 532–4 Krones 551	MacLaurin, Ian 132
	macro-environmental analysis 60–1
KwikSave 557–8	strategies for change 70–3
1 1 240	Madame Tussaud's 126
laggards 340	Mahoney, J.T. 144, 149, 549
Laker, Freddie 132	Maier, J. 243, 248–50, 255, 425
Lambert, D.M. 425, 469, 476, 477	Maignan, I. 515, 516, 521, 522
Land-Rover 45, 374, 400	major accounts in customer portfolio 437–40
Lane, N. 9, 438, 446	managerial segmentation 233
late majority 340	managers
Laura Ashley 69–70	and CSR 530–1
Lawler, E.E. 20, 402	as stakeholders 17
leading indicators 189	Marconi 449
leakages as competitive information 138	market attractiveness 292
learning capabilities 167–8	market boundaries, blurring of 460
learning effects 306	market build-up method of forecasting 177-8
learning organisation 549–50	market definition 33
legal factors, exposure to 284	process of 274–6
Lego 243, 247	market domination as marketing asset 158-9
Lehmann, D.R. 116, 120, 122, 129	market-factor index method of forecasting 179
Lever brothers 52, 547	market management organization 52
Levi Strauss 49	market niche strategies 328-30
Levitt, T. 21, 31, 33, 97, 309, 421	market offer 336-48
licences as marketing assets 163	innovation, diffusion of 338-40
life cycle and market segmentation 217–19	internet, impact of 346–8
lifestyle and market segmentation 220–1	key concepts 336
lifestyle segmentation 246	product/service criteria 336–7
Lifestyle Selector 247	product/service differentiation 338
lifestyles, changes 65	market orientation 8–13
Lilien, G.L. 111, 256	assessment 11–13
linkages 306–7	components 9
Linx 374	definition 8
living patterns, changes 65	and superior customer value 550-2
L.L. Bean 117	market segmentation 206
Lloyds Bank 87, 134	bases for 212–13
lobby groups and CSR 529–30	benefits of 232
location	in business markets see business market segmentation
in cost leadership 307	in consumer markets <i>see</i> consumer market
and market segmentation 215	segmentation

market segmentation (continued)	marketing information system (MIS) 109
identifying and describing 230–2	marketing mix 50–1
implementation of 232–6	in competitor analysis 125-6
problems of 234–6	extended 363–5
major issues 211–12	and market segmentation 224
making choices 290–3	marketing processes 6
methodology 212	marketing research 98–107
principles 210–11	company records 98–100
process of 277–9	off-the-peg 100–2
markets served 277–9	process of 107–9
products/services offered 277	tailor-made 102–7
robustness of 212	marketing strategies
scope and purpose 232–3	and change 71–3
segment attractiveness 279–87	and CSR 515–20
business environment 284–6	implementation of 26–7
competitive factors 283-4	markets and marketing
criteria for 286–7	changes in 68–70, 545–7
economic factors 281–2	constant change 24–5, 274
market factors 279–81	definitions 6–8
technological factors 281–2	fundamentals of 21–5
strategic decisions 212	globalisation of 69–70
underlying requirements 211	growth rate 286
see also segmentation research	heterogeneity of 23–4
market segments	and industries 275
customers' bargaining power 281	nature of 60, 177
demand, nature of 281	in network organisations 478
growth rate 280	resource-based views 14–16
and industry evolution 280	role of 70, 555–6
predictability of 280–1	size of 286
and prices 281	and stakeholder objectives 19–21
size of 279–80	see also internal marketing
market sensing capabilities 166–7	Marks & Spencer 18, 145–6, 447, 517, 559
market share	Mars Confectionary 162–3
current 288–9	Marshall, G. 7, 425
increasing 45–6	mass customisation 72, 147, 460
market targeting	master brands 71
capabilities 168	Matthew Clark 287
strategies 293–5	Maunder, S. 167, 356
market testing of new products 385	measurable characteristics, segmentation by 211
marketing assets and capabilities 152, 153–66	medium-term demand forecasting 199
advertising, promotion and selling 165	Mehta, N.T. 314, 351
alliance-based 164	Mercedes 378, 384, 470, 565, 566–7
customer-based 154–9	Michelin 122
distribution 165–6	Microsoft 41, 450, 472, 516, 535, 536, 544–5
dynamic capabilities 166–8	
,	middle market in customer portfolio 436–7 Midland Bank 134
exploiting 289	Miele (case study) 172–5
internal support 161–4 pricing and tendering 166	
	mini-test markets in forecasting 192–3
product and service management 164–5	mission formulation 32–4
supply chain 159–61	components of 34
marketing channel network 466	Mitchell, A. 16, 547
marketing department, role of 23	mobile defence 327
marketing in value chain analysis 127–8	model-oriented decision support systems 111

Monster,com 464	Next 64
Mont Blanc 210	Nike 64, 316–17
Montgomery, C.A. 144, 302-3	Nintendo 41
Moore, G.A. 338, 340, 561	Nixon, Richard 138
moral obligation, CSR as 525	Nokia 222, 373
Morgan, N.A. 211, 232, 233, 234	case study 333–4
Morgan, R.M. 393, 474	non-profit organisations
Morgan Cars 329	goals of 44
Morita, Akio 167, 341	research by 107
MOSAIC 245, 246, 253	stakeholders 18–19
Motorola 374	NOP 98
multi-ethnicity 65	Now 64
multi-functional teamwork 388	
multi-mode marketing 554	O <sub>2</sub> 167
multidimensional positioning analysis 261–7	OASIS 495
alternative algorithms 268–9	off-the-peg research 100-2
dimensions of perception 264–6	primary research 101
product positions 263–4	secondary desk research 100–1
segment locations 266–7	shared research 101–2
multivariate demand analysis 200	Ohmae, K. 42, 43, 68, 292, 460, 546
multivariate sales forecasting 190–1, 200	Olins, R. 70, 71
multivariate statistical analysis 189–91	Olivetti 150
mutually benecial exchanges 7	Omnidata 247
mutum) beneem enemanges /	one-to-one marketing 566–8
Nabisco 52–3	operational excellence in value-creation
Narus, J.A. 459	146
Narver, J.C. 9, 20–1, 70, 549–50	operational segmentation 233
Nestlés 161, 360, 375, 529	operations in value chain analysis 127
Netto 125	opportunity network 467
network organisations	optimistic strivers 246
disengaging from 480–1	Orange 167
effectiveness 477	organisational assets 150
managing 476–8	organisational capabilities 150
marketing in 478	organisational change 547–9
types of 463–7	organisational culture and marketing 8, 9,
vigilance in 478–9	13
networks and positioning 553	organisational stakeholders 16–21
new products	customers 17
business analysis 384	distributors 18
business products 374–5	employees 17
	* *
commercialisation 386 development capabilities 168	managers 17 shareholders 16
development process 379–86	
organisating for 387–90	suppliers 18 organizational values 33
-	
speeding up 386–7 failure 375–6	O'Shaughnessy, J. 82, 83, 123
	ostrich, new products as 373 Otis Elevator 563–4
forecasting 200	
ideation 379–80	outbound logistics in value chain analysis 127
market testing 385	outside-in competencies 553
planning process 377–9	outsourcing 468–9
screening 382–4	over-positioning 210
strategic role of 379	owners in non-profit organisations 18
successful 373-4	Oxfam 107

Parasuraman, A.	portfolio planning 38–40
on competitive advantage 311	balancing 39
on customer management 432	position defence 324–5
on marketing mix 338	positioning 33, 317
on strategic management 27	on assets, capabilities and competencies 552-3
on superiior service 402, 403-5, 406-7, 409	qualitative approaches 256-8
Parker Pens 31–2	quantitative approaches 259–69
partners	attribute profiling 260–1
choice of 476	multidimensional analysis 261–7
as customers 399	see also competitive positioning
partnerships 469–71	positioning capabilities 168
as marketing assets 163	positioning strategies 345–6
patents as marketing assets 163	Postaid 247
pay-per-click 359-60	Powell, W.W. 459, 463
Payne, A. 20, 71, 393, 397, 402, 554	power in network organisations 473
pearls, new products as 373	Prahalad, C.K. 14, 32, 149, 169, 475, 553, 561
perceived value pricing 352	pre-emptive defence 326
perceptual blocks in new product development 387	pre-launch promotions 360–1
personal selling as communication tool 353	pre-test markets in forecasting 192, 200
personality and market segmentation 220	Pret a Manger (case study) 411–13
personality inventories 245	price differentiation 315
PEST analysis 61	price elasticity of demand 350–1
Peters, T. 306, 310, 313, 314, 319	price in internal marketing 497
Philip Morris 545–6	price positioning 556–9
Piercy, N.F.	price-seekers 225
on customer management 424, 432, 438, 446	pricing capabilities 166
on internal marketing 486, 488, 492–3, 505	pricing strategies 348–54
on market environments 66	considerations 349–50
on market targets 273, 286	and internet 353–4
on segmentation 211, 225, 232, 233, 234	methods 352-3
on strategic alliances 456, 457, 462, 475, 478	promotional pricing 353
on strategic management 9, 20	Primark 526
on superiior service 398	primary research 101
on twentieth century marketing 548	Proctor & Gamble 14, 51, 52, 121, 126, 327, 421, 439,
PIN 246	450, 462, 564
planned innovation 376–9	case study 113–14
pockets of strength as marketing assets 160	product, new see new products
policy choices in cost leadership 307–7	product-customer matrix 275–6
political environment 61–3	product differentiation 74, 309–15
political factors, exposure to 284	augmented product 310–11
Porsche 567	bases for 313–15
Porter, M.	branding 312
on competitive advantage 301, 304–5, 308	core and expected product 310
on competitor analysis 126, 128, 132, 133, 136	packaging 312
on corporate social responsibility 514–15, 520–1,	quality 311–12
524-5, 527, 529, 532-4	service 312–13
Five Forces Model of industry competition 73–8	product in internal marketing 497
on market environments 73, 82	product leadership in value-creation 147
on market targets 273-4, 293	product life cycle 37, 78–9
on marketing mix 367	managing 341–6
on organisational resources 147	product management 51–3
on strategic management 14	product management capabilities 164–5
on strategic planning 47, 48	product markets networks 72–3

product portfolio 36–8	resource portfolios 169–70
product push marketing 14	responsive CSR 533
product-use tests 194	responsiveness in relationship marketing 405–6
production costs 349	reverse positioning strategy 345
production expertise as marketing asset 162–3	Richardson Sheffield Ltd, 405–6
Profit Impact of Marketing Strategy (PIMS) 20	Ries, A. 209, 317, 319
profitability, improving 46	Rigby, E. 421, 448
project team-functional matrix 389	Ring, P.S. 458, 459
projective techniques 257	Ritzman, L.P. 200
promotion capabilities 165	rivalry in industrial competition 73-5
promotional differentiation 315–16	Robinson, S.J.Q. 47, 291
promotional pricing 353	robust strategies 5
propaganda as competitive information 137	Rolls-Royce 132, 471
Psion (case study) 27–8	Rose, Stuart 146
psychological pricing 353	Rosser, Brad 286
public relations as communication tool 357	Rouzies, D. 506, 508
publicity material as competitive information 137	Rover 473, 565
published sources to benchmark 118	Rover Group 155–6
published statistical information as competitive	Rowe, A.J. 87, 88
information 137	Royal Dutch Shell 197, 291
purchaser customers 96	RTZ 84
	Ryanair 45, 48, 558
qualitative research 102–4	
quality gap analysis 409–10	S-curve fitting 183–5
quality positioning 559–60	Saga Holidays 243
Quanta Computer 535	J. Sainsbury plc 45, 66, 119, 132, 193, 505, 517
quantitative research 104–7, 108–9	sales forecast 177
Quinn, J.B.	sales in value chain analysis 127–8
on customer management 444, 450	sales integration in internal marketing 506–9
on innovation 390	challenges 509
on strategic alliances 458, 459, 463, 473, 475	marketing/sales interface 507–8
	poor integration 508–9
Rackham, N. 419, 429	sales promotions as communication tool 353
radical strategies 5	Samsung Electronics 561
Ralph Lauren 70	Sanders, N.R. 200
rational strategies 5	Saunders, J.A.
R&D and marketing 509	on competitor analysis 138
Reed, R. 144, 145, 150	on customer management 425, 445
regulation, degree of 285	on forecasting 177
Reichheld, F. 394, 401	on segmentation 243, 248–50, 251, 255
relationship-exploiters and market segmentation 225	scarcity 303
relationship marketing 71	scenario writing 197
relationship-seekers and market segmentation 225	Scholes, K. 30, 75
reliability in relationship marketing 404, 405	screening new products 382–4
Renault 565	sealed bids 352–3
repositioning 378	seasonality 180
reputation and CSR 525	second-order segmentation 231
reputation as marketing asset 154–5	secondary desk research 100–1
resource analysis 35–40	Sega 41
resource-based view of firm 148–53	segmentation research 240–3
current market position 288–9	a priori approaches
dynamic capabilities 151–3	multiple variable segmentation 244–8
foundations 149–51	single variable segmentation 243–8

segmentation research (continued)	specialised markets 90–1
in internal marketing 502	spin-out approach to innovation 389
post-hoc/cluster based approaches 248–56	sponsorship as communication tool 358
boundary setting 248–50	Spring Ram Corporation 374
data analysis 251–4	Sprint 544
data collection 250-1	stakeholder objectives 19–21
implementation 255	stakeholders and CSR 522
tracking 255–6	stalemate markets 89–90
validating segments 254–5	Standard Chartered Bank 458
see also business and consumer market segmentation	Starbucks 53, 517
Seiko 48	statistical demand analysis 190
selling capabilities 165	stealth positioning strategy 345-6
service development capabilities 168	Stephens, H. 423, 429
service in value chain analysis 128	Stern, P. 349, 351
service management capabilities 164–5	strategic account management (SAM) 440-1
service positioning 563–4	case for 441–2, 450–1
services spectrum 395–7	vulnerabilities in 442–9
Shapiro, B.P.	balance of power 442–3
on customer management 422, 425, 427, 432–3	buyer-seller relationship 443–4
on internal marketing 506–7, 509	and competition intensity 445
on segmentation 226, 234	and customer loyalty 447
shared research 101–2	dependence, risk of 444
shareholders	key account investment 445
as stakeholders 16	and major customers 446–7
Sheila's Wheels 33	and rate of change 448–9
Sheth, J.N. 478, 505	regulation 449
Siemens 516	requirements 445–6
	weaknesses 442–3
Simon, H. 551–2, 554, 555, 561	
simple exponential smoothing 199	strategic account partnership 440
Sinclair 84, 375	strategic accounts in customer portfolio 437–40
Singh, R. 319, 320–1	strategic alliances 73, 467–9, 470
Sinopec 462	competing through 475–81
Skandia 17	as competitive force 471–2
Skoda 124, 558	disengaging from 480–1
Slater, S.F. 9, 14, 20, 21, 70, 144, 549–50	facilitators 476
sleepers 37, 170	outsourcing 468–9
sloths 340	performance assessment 479–80
Slywotzky, A. 65, 545	priorities 475–6
Smythson (case study) 538	risks in 472–5
Snider, J. 527, 529	vigilance in 478–9
soccessful idealists 246	strategic collaboration 458–9
social acceptability 285	customer diversity 460
social environment 63–7	drivers of 459–63, 476
and organisations 65–7	market complexity and risk 460–1
societally conscious 246	skills and resource gaps 461–2
socio-economic characteristics and market	supply chain management 462-3
segmentation 215–17	market boundaries 460
Sock Shop 5	strategic CSR 533
Sony Corporation 41, 341, 376	strategic customer management (SCM)
Southwest Airlines 491–2	customer perspective 435
SPACE analysis 98–89	customer portfolio 436-8
spanning competencies 553	dominant customers 436, 438-51
special events as promotions 353	sales alignment 434–5

strategic focus in competitor analysis 124–5	supplier network as marketing asset 161
strategic groups 79–82	suppliers
competitor analysis of 118	bargaining power of 282
strategic intent 32–3	and CSR 530
strategic internal marketing 489	as stakeholders 18
strategic management 25–7	suppliers, bargaining power of 76–7
strategic marketing	supply chain management 462–3
business purpose, defining 31–4	and internal marketing 510
competitive positioning, creating 46–50	supply chain marketing assets 159-61
control of 53-4	delivery lead-time 160–1
core strategy 35–46	distribution control 159–60
cost leadership 48–9	distribution network 159
differential advantage 48–50	distribution uniqueness 160
implementation 50–4	pockets of strength 160
in internal marketing 496–501	security of supply 160–1
market targets 47–8	supplier network 161
marketing mix 50–1	surveillance as competitive information 138
mission formulation 32–4	surveys 104
organization for 51–3	survivors 246
process of 34–5	sustainability and CSR 525
strategic partners 438–40	sustainable competitive advantage 70, 144, 147
strategic sales capabilities 420–4	318–19
commoditisation 423	brand 319
competitive role of 424–7	creating 301–4
corporate expenditure 423–4	credibility 319
and customer relationships 421–2	customer linkages 319
customer sophistication 422–3	market targets 318–19
organisational evolution in 424–5	routes to 304
shaping sales organisations 426–7	unique and valued products 318
strategic sales organisation 427–34	sustainers 246
decision making 428–9	Swatch 470, 566–7
focus, changing 430	switching costs
infrastructure for 432–4	of buyers 77
intelligence 429–31	of suppliers 76
internal marketing 431–2	SWOT analysis 42
strategic segmentation 233	synergy in internal marketing 493
strategy and marketing 8	systematic screening new products 382
strategy implementation 487–8	systematic sereeting new products ooz
and internal marketing 489–510	T-Mobile 167
obstacles to 488	tactics and marketing 8
pitfalls 487	tailor-made research 102–7
subculture and market segmentation 215	qualitative 102–4
subjective methods of forecasting 199	quantitative 104–7
substitutes as threat 76, 119	tangibles in relationship marketing 405
substitution, threats of 283–4	Tapscott, D. 458, 459
Sullivan, M.W. 20	Target Corporation 529–9
The Sun 154	taskforce approach to innovation 389
Sun Microsystems 466	Taylor, A. 470, 480
Sun Tzu 140, 272, 319, 326	technical dogs 376
Sunday Times 99	technical dogs 376
superior customer value 550–2	technological change 72
superior customer value 550–2 superior goods and services as marketing assets 159	technological environment 67–8
SuperProfiles 246	technological skills as marketing assets 162
	common street orders as management assets 102

technology and market segments 282 technology forecasting 199 technology substitution 186 technology trend analysis 186-9 tendering capabilities 166 Tesco Stores 66, 119, 227, 366, 517 company records 99 Texas Instruments 385 time series analysis 180-1, 199 timing in cost leadership 307 Toshiba 41, 467 total quality management (TQM) 72, 396 Townsend, Robert 148 Toyota 82, 374, 517 trade shows 194 Treacy, M. 146, 324 trend 180 trend analysis 181-9, 199-200 Trout, J. 209, 317, 319 trust in network organisations 473-4 **TSB 87** Tull, D.S. 200, 257-8 **Tunnel Cement 328** Tyrrells (case study) 368-70

under-positioning 210 underperformers as customers 399 undifferentiated market targeting 293–4 Unilever 52, 126, 327, 470 uniqueness 303 USAir 472, 475 user customers 96

VALS 245, 246 value-added network 465 value chain analysis 126-9 value-creation 146-8 value-defining processes 6 value-delivering processes 6 value-developing processes 6 value migration 65 Van de Ven A.H. 458, 459 Van den Bergh 41, 69, 139, 277-9, 566 Varadarajan, P.R. 10, 515 venture marketing organization 53 venture teams approach to innovation 389 vertical integration 471 vertical market network 466 Vickrey auctions 351-2 video industry 83-4

viral marketing 360 Virgin Group 36–7, 64, 119, 286, 378 Virgin Megastores (case study) 92–3 virtual network 465 visual product mapping 258 Vodaphone 167, 367 Volkswagen 223, 471, 516, 517, 565 volume markets 90 Volvo 124, 312

Wal-Mart 60, 171, 447, 516

Wang, C.L. 150, 151, 152, 166 Ward, J. 252, 269 Webster, F.E. in internal marketing 506 on market environments 70 on organisational resources 149 on strategic alliances 456, 458, 463, 475 on strategic management 8, 10, 21 on superiior service 393 on twentieth century marketing 548 Wellcome 374 Wells, K. 20, 394 Wernerfelt, B. 14, 149, 150 W.H. Smith 65, 70-1 Wiersema, F. 146, 324 Wilhelm Becker 312-13 Wind, Y. 232, 234, 291 Winer, R.S. 116, 120, 122, 129 Winter, S.G. 151, 168 Winterhalter Gastronom 551 W.L. Gore Inc. 551 Wm Morrisons 160 Womack, J.P. 462, 510 Wong, V. 377, 379, 380 Workman, J.P. 425, 441, 506 Wurster, T.S. 543, 549

Xerox 117, 326–7 case study 452–4

Yahoo 470, 474–5 case study 482–3 Yamaha 169, 565–6 Young, D. 234, 235 youth market 64

Zeithami, V.A. 403, 409 Zollo, M. 151, 168