Index

Name

Aaker, David A., 203
Aaker, Jennifer, 157
Aaron, Hank, 533
Abate, Tom, 186
Abelson, Jenn, 533
Adamy, Janet, 272
Adler, Jerry, 83
Aguilera, Christina, 402
Aksy, Lenar, 129
Aldrin, Buzz, 295
Allen, James, 30
Allen, Paul, 93
Allison, Melissa, 148
Amer, Tim, 115
Anderson, Chris, 235, 385
Anderson, Diane, 649
Anderson, James C., 199, 231, 400, 461
Andressen, Tor Wallin, 129
Aniston, Jennifer, 293
Ansari, Kimia M., 238
Ante, Spencer E., 369
Aarons, Tim, 55
Aarons, Leonard L., 372, 374, 381
Aarons, Robert, 270, 565, 575
Aarons, Jonathan, 423
Aarons, Michael, 344
Aarons, Brian, 353
Aarons, Margaret, 602
Aarons, John, 104
Beckham, David, 6, 477
Bedbury, Scott, 267
Beene, Geoffrey, 288
Begley, Ed, Jr., 81
Belch, George, 166
Belch, Michael, 166
Bello, John, 305, 553
Bennett, Brian, 353
Bendapudi, Neeli, 381
Berfield, Susan, 458
Berger, Jonah, 339
Berner, Robert, 270, 565, 575
Berry, Leonard L., 372, 374, 381
Berry, Tim, 55
Bertinelli, Valerie, 485
Best, Roger J., 231
Beucke, Dan, 533
Beyoncé, 282, 359
Bezos, Jeff, 443
Bickoff, J. Darius, 293
Binkley, Christina, 334
Birkett, Laurie, 146
Birtwell, Celia, 431
Bittner, Mary Jo, 360
Bjork, Christopher, 471
Blacker, Stanley, 288
Blakely, David, 119
Bloom, Paul N., 83
Bodett, Tom, 509
Boies, David, 359
Bolt, Usain, 310
Bond, John, 237, 238
Boniface, Russell, 458
Bono, 636
Bonoma, Thomas V., 230
Boudette, Neil, 239
Bowen, David, 364
Boykin-Towns, Karen, 194
Boyle, Matthew, 445
Brady, Michael K., 316
Brady, Tom, 293
Brakus, Joško, 358
Branson, Richard, 650–51
Brasel, S. Adam, 476
Breen, Bill, 76
Briesch, Richard A., 339
Brin, Sergey, 30
Britton, Tracy, 238
Brodie, John, 448
Broniarzyk, Susan M., 339
Brosnan, Tim, 533
Brown, Heidi, 322
Brown, Stuart F., 353
Brown, Tim, 120, 569
Bryant, Kobe, 29
Brynjolfsson, Erik, 235
Bryant, Kobe, 29
Brown, Stuart F., 353
Browne, Jennifer, 339
Buckley, Thomas, 533
Burks, Peter, 592
Burt, Philip Ward, 509
Bush, Jason, 601
Bush, Michael, 121
Buss, Dale, 112, 351
Butler, David, 333
Byrne, John A., 211
Cacioppo, John, 173
Cadwallader, Susan, 372
Callahan, Sean, 209
Calliebaut, Jan, 160
Campanelli, Melissa, 601
Capell, Terry, 180, 385, 471, 651
Capon, Noel, 555
Carbone, Lewis P., 372
Carroll, Dave, 362
Carvalho, Doreen, 619
Casey, Paul, 486
Caslione, John A., 16
Cassidy, Hilary, 297
Cassidy, John, 235, 564
Cendrowski, Scott, 297
Chamberlain, Lisa, 120
Chang, Rita, 31
Charan, Ram, 575
Chattopadhyay, Amitava, 552
Cheatheet, Chester (mascot), 113
Chen, Pei-yu, 344
Cherny, Alexander, 339
Cheverton, Peter, 555
Child, Peter N., 423
Chintagunta, Pradeep K., 339
Chizauskas, Cathy, 636
Chou, Jay, 477
Chouinard, Yvon, 629
Christensen, Glenn L., 106
Chu, Kathy, 403
Chung, Mong-Koo, 596
Cink, Stewart, 486
Gioielli, Jeff, 219
Clancy, Heather, 59
Clark, Don, 59
Clarkson, Kelly, 293
Clifford, Stephanie, 59, 146
Clifton, Rita, 257
Cobain, Kurt, 221
Cohen, Arianne, 633
Cohen, Ben, 24
Cohen, Sacha Baron, 614
Cohn, Laura, 149
Colgate, Mark, 364
Colins, Jim, 46
Colvin, Geoffrey, 211, 575
Comarow, Avery, 381
Comeau, Michael, 593
Comstock, Beth, 210, 211
Cone, Carol L., 637
Conlin, Michelle, 500
Cool, Bruce, 129
Cook, Brad, 532
Cook, Scott, 120
Cooper, Robert G., 574
Cooper, Simon, 379
Corbett, Peter, 564
Coster, Helen, 448, 602
Coupland, Douglas, 221
Cox, Courtney, 578
Creamer, Matthew, 412
Cutler, Alex, 319
Daly, John, 305
DaSilva, Alison T., 637
David, George, 262
Dawson, Chelsea, 353
Day, George, 35
De Avila, Joseph, 592
DeGeneres, Ellen, 282, 297
DeJoria, John Paul, 334
DeKemer, Marnik G., 316
DeLollis, Barbara, 120
Dekimpe, Marnik G., 316
Dekimpe, John, 293
DeHaan, George, 485
Devlin, P., 234
DeVoe, Jennifer, 301
Dezie, Mya, 486
Dell, Michael, 70, 124
DeLollis, Barbara, 120
Dempsay, Patrick, 486
DeNero, Robert, 282, 297, 486
Depp, Johnny, 486
Deshpande, Rohit, 203
Deutschman, Alan, 651
Dey, Romit, 432
Diamond, Seth, 110
Dichter, Ernest, 160
Dickson, Tom, 550
Diel, Kristin, 339
Dillon, Mary, 272
Dion, Celine, 485
Disney, Roy, 178
Disney, Walt, 178
Doering, Justin, 322
Dolan, Matthew, 352
Dolliver, Mark, 83
Donahue, John, 412
Donato, Scott, 276
Donnelly, James H., 357
Dotzol, Thomas, 372
Doyle, Patrick, 169
Doyle, Peter, 317
Drucker, Peter, 5, 38, 53
Drumwright, Minette, 634
Du Plessis, Erik, 476
Dyson, James, 571, 572
Eakin, Emily, 106
Ebenkamp, Becky, 146
Edison, Thomas, 210
Edmondson, Gail, 239
Edwards, Cliff, 59
Einhorn, Bruce, 602
Elkink, Peter, 651
Elliott, Stuart, 94, 516
Elliott, Perry, 288
Emerson, Ralph Wald, 646
Engardio, Pete, 76
English, Todd, 524
Epstein, Marc J., 256
Ewers, Justin, 30, 165
Ewing, Jack, 618
Fackler, Martin, 322
Fader, Peter, 134
Fahey, Liam, 256
Farris, Paul, 114, 402
Favre, Brett, 485
Feder, Barnaby J., 192
Federer, Roger, 29, 243, 532
Fenberg, Fred, 108
Feldman, Mark A., 637
Fey, Tina, 282
Fink, Gary, 293
Fisher, Daniel, 211
Fishman, Charles, 353
Fiske, Neil, 218, 219
Fitzgerald, Niall, 342
Flannery, Russell, 602
Fletcher, Richard, 149
Ford, Henry, 233, 314, 576
Foreman, George, 485
Fornell, Claes, 130
Fournier, Susan, 255
Fox, Edward J., 339
Frank, Robert J., 301
Frazier, Mya, 500
Freud, Sigmund, 160
Friedman, Milton, 629

Index I1
<table>
<thead>
<tr>
<th>Name</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washkewicz, Donald</td>
<td>396</td>
</tr>
<tr>
<td>Warhol, Andy</td>
<td>531</td>
</tr>
<tr>
<td>Swartz, Jon</td>
<td>121</td>
</tr>
<tr>
<td>Sweeney, Alison</td>
<td>524</td>
</tr>
<tr>
<td>Swift, Taylor</td>
<td>359</td>
</tr>
<tr>
<td>Szaky, Tom</td>
<td>11</td>
</tr>
<tr>
<td>Tannebaum, Percy</td>
<td>485</td>
</tr>
<tr>
<td>Tax, Stephen</td>
<td>364</td>
</tr>
<tr>
<td>Taylor, Alex, III</td>
<td>351</td>
</tr>
<tr>
<td>Taylor, Catherine P.</td>
<td>31</td>
</tr>
<tr>
<td>Taylor, Chris</td>
<td>120, 444</td>
</tr>
<tr>
<td>Taylor, Fred</td>
<td>413</td>
</tr>
<tr>
<td>Tellis, Gerald J.</td>
<td>312–13, 344</td>
</tr>
<tr>
<td>Thaler, Richard, III</td>
<td>176</td>
</tr>
<tr>
<td>Thibodeau, Michael</td>
<td>292</td>
</tr>
<tr>
<td>Thomaselli, Rich</td>
<td>533</td>
</tr>
<tr>
<td>Thompson, Clive</td>
<td>412</td>
</tr>
<tr>
<td>Thompson, Craig</td>
<td>292</td>
</tr>
<tr>
<td>Thompson, Marjorie</td>
<td>149</td>
</tr>
<tr>
<td>Thompson, Stephanie</td>
<td>634</td>
</tr>
<tr>
<td>Tiplady, Rachel</td>
<td>471</td>
</tr>
<tr>
<td>Tischler, Linda</td>
<td>102, 219, 577</td>
</tr>
<tr>
<td>Tode, Chantal</td>
<td>148</td>
</tr>
<tr>
<td>Tomlinson, Richard</td>
<td>619</td>
</tr>
<tr>
<td>Toyoda, Akio</td>
<td>352</td>
</tr>
<tr>
<td>Travis, Daryl</td>
<td>108</td>
</tr>
<tr>
<td>Treece, James, B.</td>
<td>353</td>
</tr>
<tr>
<td>Trimble, Chris</td>
<td>76</td>
</tr>
<tr>
<td>Trottmann, Melanie</td>
<td>413</td>
</tr>
<tr>
<td>Trout, Jack</td>
<td>265</td>
</tr>
<tr>
<td>Trump, Donald</td>
<td>486</td>
</tr>
<tr>
<td>Tuna, Cari</td>
<td>369</td>
</tr>
<tr>
<td>Tybout, Alice M.</td>
<td>316</td>
</tr>
<tr>
<td>Underhill, Paco</td>
<td>458</td>
</tr>
<tr>
<td>Urban, Glen L.</td>
<td>203, 412</td>
</tr>
<tr>
<td>Van Camp, Scott</td>
<td>59</td>
</tr>
<tr>
<td>Vance, Ashlee</td>
<td>58</td>
</tr>
<tr>
<td>Van Hampton, Steven</td>
<td>351</td>
</tr>
<tr>
<td>Van Heerde, Harald</td>
<td>316</td>
</tr>
<tr>
<td>Vanheule, Marc</td>
<td>256</td>
</tr>
<tr>
<td>Vanhonacker, Wilfried R.</td>
<td>602</td>
</tr>
<tr>
<td>Van Rossum, Wouter</td>
<td>199, 400</td>
</tr>
<tr>
<td>Van Stoik, Peter</td>
<td>136</td>
</tr>
<tr>
<td>Vella, Matt</td>
<td>272</td>
</tr>
<tr>
<td>Vence, Deborah L.</td>
<td>108</td>
</tr>
<tr>
<td>Villas-Boas, J. Miguel</td>
<td>339</td>
</tr>
<tr>
<td>Vine, Stella</td>
<td>431</td>
</tr>
<tr>
<td>Violino, Bob</td>
<td>203</td>
</tr>
<tr>
<td>Vitharana, Padmal</td>
<td>344</td>
</tr>
<tr>
<td>Volande, Stellene</td>
<td>334</td>
</tr>
<tr>
<td>Vranica, Suzanne</td>
<td>94, 543</td>
</tr>
<tr>
<td>Wagner, Honus</td>
<td>533</td>
</tr>
<tr>
<td>Walsh, Peter</td>
<td>4</td>
</tr>
<tr>
<td>Walton, Sam</td>
<td>94, 366</td>
</tr>
<tr>
<td>Wang, Haiyan</td>
<td>601</td>
</tr>
<tr>
<td>Warhol, Andy</td>
<td>531</td>
</tr>
<tr>
<td>Washkewicz, Donald</td>
<td>396</td>
</tr>
</tbody>
</table>

### Company, Brand, and Organization

<table>
<thead>
<tr>
<th>Name</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA</td>
<td>17, 243</td>
</tr>
<tr>
<td>AARP</td>
<td>17</td>
</tr>
<tr>
<td>ABB</td>
<td>183</td>
</tr>
<tr>
<td>ABC</td>
<td>44, 82, 179, 476</td>
</tr>
<tr>
<td>Abercrombie &amp; Fitch</td>
<td>241, 454</td>
</tr>
<tr>
<td>Absolute</td>
<td>225, 346, 390, 508, 509</td>
</tr>
<tr>
<td>Accenture</td>
<td>208–9, 286, 628</td>
</tr>
<tr>
<td>Ace Hardware</td>
<td>216, 369, 450</td>
</tr>
<tr>
<td>Acer</td>
<td>127, 312</td>
</tr>
<tr>
<td>AC Milan</td>
<td>552</td>
</tr>
<tr>
<td>A.C. Nielsen Company</td>
<td>72</td>
</tr>
<tr>
<td>Acosta</td>
<td>197</td>
</tr>
<tr>
<td>Act II popcorn</td>
<td>72</td>
</tr>
<tr>
<td>Active</td>
<td>619</td>
</tr>
<tr>
<td>Activia</td>
<td>568</td>
</tr>
<tr>
<td>Activation</td>
<td>221</td>
</tr>
<tr>
<td>Actonel</td>
<td>574</td>
</tr>
<tr>
<td>Acura, Honda</td>
<td>340</td>
</tr>
<tr>
<td>Acushnet</td>
<td>613</td>
</tr>
<tr>
<td>AdBrite</td>
<td>146</td>
</tr>
<tr>
<td>Ad Council</td>
<td>510</td>
</tr>
<tr>
<td>Addison</td>
<td>495</td>
</tr>
<tr>
<td>Adidas</td>
<td>29, 639</td>
</tr>
<tr>
<td>ADM</td>
<td>280</td>
</tr>
<tr>
<td>Adobe Systems Inc.</td>
<td>260, 384, 544, 572</td>
</tr>
<tr>
<td>AdSense</td>
<td>30</td>
</tr>
<tr>
<td>Advertising Age</td>
<td>510</td>
</tr>
<tr>
<td>Advocate, The</td>
<td>191</td>
</tr>
<tr>
<td>Adweek's 515</td>
<td>30</td>
</tr>
<tr>
<td>AdWorks</td>
<td>31</td>
</tr>
<tr>
<td>A.G.</td>
<td>525</td>
</tr>
<tr>
<td>Aeropostale</td>
<td>454–55</td>
</tr>
<tr>
<td>Aflac, Inc.</td>
<td>507, 508</td>
</tr>
<tr>
<td>Ahold</td>
<td>197, 453</td>
</tr>
<tr>
<td>AIG</td>
<td>316</td>
</tr>
<tr>
<td>Airblade</td>
<td>572</td>
</tr>
<tr>
<td>Airbus</td>
<td>302, 362</td>
</tr>
<tr>
<td>Air Jordan</td>
<td>29</td>
</tr>
<tr>
<td>Air Multiplier</td>
<td>572</td>
</tr>
<tr>
<td>Air New Zealand</td>
<td>51</td>
</tr>
<tr>
<td>Air Transport Association</td>
<td>413</td>
</tr>
<tr>
<td>Airtricity</td>
<td>80</td>
</tr>
<tr>
<td>AIX Armani Exchange</td>
<td>320</td>
</tr>
<tr>
<td>AKQA</td>
<td>515</td>
</tr>
<tr>
<td>Akzo Nobel</td>
<td>199</td>
</tr>
<tr>
<td>Alamo Rent-A-Car</td>
<td>234</td>
</tr>
<tr>
<td>Alaska Airlines</td>
<td>51, 130</td>
</tr>
<tr>
<td>Ala soap</td>
<td>600</td>
</tr>
<tr>
<td>Alcatel-Lucent</td>
<td>202</td>
</tr>
<tr>
<td>Alcoa</td>
<td>11</td>
</tr>
<tr>
<td>Aldi</td>
<td>300, 320, 394, 395, 430, 449, 461</td>
</tr>
<tr>
<td>Alexander McQueen</td>
<td>448</td>
</tr>
<tr>
<td>Alibaba</td>
<td>33, 439, 440</td>
</tr>
<tr>
<td>Allen-Bradley Corporation</td>
<td>572</td>
</tr>
<tr>
<td>Allied Van Lines</td>
<td>359</td>
</tr>
<tr>
<td>All Natural Flavors</td>
<td>261</td>
</tr>
<tr>
<td>Allrecipes.com</td>
<td>12</td>
</tr>
<tr>
<td>Allstate</td>
<td>250, 359, 437, 553</td>
</tr>
<tr>
<td>Alpo</td>
<td>340</td>
</tr>
<tr>
<td>Alternative Distribution Alliance (ADA)</td>
<td>51</td>
</tr>
<tr>
<td>Alternative Trading Organization (ATO)</td>
<td>11</td>
</tr>
<tr>
<td>Altoids</td>
<td>346</td>
</tr>
<tr>
<td>Always</td>
<td>486</td>
</tr>
<tr>
<td>Always Infinity</td>
<td>568</td>
</tr>
<tr>
<td>Amazing Race</td>
<td>637</td>
</tr>
<tr>
<td>AmBev</td>
<td>600</td>
</tr>
<tr>
<td>AMD</td>
<td>263, 305, 341, 409</td>
</tr>
<tr>
<td>American Airlines (AA)</td>
<td>99–100, 101, 102, 103, 104, 107, 111, 225, 432</td>
</tr>
<tr>
<td>American Apparel</td>
<td>39, 40</td>
</tr>
<tr>
<td>American Automobile Association (AAA)</td>
<td>17, 243</td>
</tr>
<tr>
<td>American Banker</td>
<td>191</td>
</tr>
<tr>
<td>American Beauty</td>
<td>461</td>
</tr>
<tr>
<td>American Business Media</td>
<td>487</td>
</tr>
<tr>
<td>American Cancer Society</td>
<td>638</td>
</tr>
<tr>
<td>American Customer Satisfaction Index (ACSI)</td>
<td>130</td>
</tr>
<tr>
<td>American Eagle</td>
<td>454</td>
</tr>
<tr>
<td>American Express</td>
<td>45, 98, 129, 130, 144, 191, 281–82, 296–97, 369, 486, 525, 636</td>
</tr>
<tr>
<td>American Express Blue</td>
<td>218, 260, 495</td>
</tr>
<tr>
<td>American Express Financial Advisors</td>
<td>45</td>
</tr>
<tr>
<td>American Family Life Assurance Company (AFLAC)</td>
<td>507, 508</td>
</tr>
<tr>
<td>American Girl dolls</td>
<td>292</td>
</tr>
<tr>
<td>American Heart Association</td>
<td>636, 637</td>
</tr>
<tr>
<td>American Idol</td>
<td>41, 516, 525, 531</td>
</tr>
<tr>
<td>American Legacy Foundation</td>
<td>221</td>
</tr>
<tr>
<td>American Marketing Association</td>
<td>5, 241, 495</td>
</tr>
<tr>
<td>American Red Cross</td>
<td>638</td>
</tr>
<tr>
<td>American Society for Quality</td>
<td>131</td>
</tr>
<tr>
<td>Ameriprise Financial</td>
<td>45</td>
</tr>
<tr>
<td>Amtrak</td>
<td>232, 375</td>
</tr>
<tr>
<td>Amul farmers' cooperative</td>
<td>599</td>
</tr>
<tr>
<td>Amway</td>
<td>449, 553</td>
</tr>
<tr>
<td>Amy's Kitchen</td>
<td>139</td>
</tr>
</tbody>
</table>
Index
Disney Channel, 44, 178, 179
Disney Consumer Products, 179
Disneyland Paris, 609
Disney Media Networks, 179
Disney Parks and Resorts, 179
Disney Stores, 433
Display Supply & Lighting, 424
Dixons, 417
Dockers, 74
Dockers, Levi’s, 551
DOCOMO, 441
Dodge Caliber, 112
Dogster, 13, 570
Dolby, 345
Dole, 328, 639
Dollar General, 219, 401, 423, 449
Dollar Tree, 401
Dominick’s, 627
Domino’s, 4, 127, 136, 168–69, 276, 307, 308, 484
Donald Duck, 285
Doritos, 137, 506
Dos Equis beer, 486
DOS operating system, 93
DoubleClick, 31
Dove, 564, 565
Dove Body Wash, 565
Dove Intensive Firming
Cream, 565
Dove Lotion, 565
Dow, 572
Dow Chemical, 84
Downy, 629–30
Downy Single Rinse, 576
Dreft, 337
Dreyer’s Ice Cream, 529, 567
Dreyer’s Slow Churned Limited Editions, 529
Dr. Pepper Snapple Group, 130, 489
Dryel, 270
Duet washer, 218
Dulux household paint, 227
Dun & Bradstreet, 198, 538
Dunkin’ Donuts, 15, 38, 127, 263, 282, 441–42, 459, 520, 551
Dunnhumby, 144
DuPont, 44, 68, 106, 183, 201, 345, 553, 632, 642
DuPont Building Innovations, 46
DuPont’s Performance Materials group, 85
DuPont Tyvek, 85
Dyson, 77
Eagle Snacks, 316
Earthkeepers, 621
EasyJet, 301
Eaton, 319
Eats, Shoots and Leaves, 551
EBay, 4, 5, 13, 37, 146, 235, 249, 402, 411–12, 440, 468, 513, 608, 613, 630
EBeanstalk.com, 222
Eddie Bauer, 536
Edison Electric Light
Company, 210
Edmund’s, 9
Edward Jones, 366
E. F. Hutton & Co., 296
Elaine’s restaurant, 276
Elance.com, 73
Electrolux, 37, 314, 339, 449, 490, 609
Element, 217
Eli Lilly, 119, 570
Elixir acoustic guitar strings, 569
Ellen DeGeneres Show, The, 14
Ellen Tracy, 41
Elmo TMX dolls, 74
ELPH, 5
Embraer, 600
EMC, 377
Emerson Electric, 189
Emerson Process Management, 205
EMI, 313
Emirates, 524
Emporio Armani, 320, 334, 636
EmSense, 108
Encyclopaedia Britannica, 40
Energizer, 280
Energy Brands, 293
Enterprise Rent-A-Car, 37, 46, 129, 145, 234
Entertainment Weekly, 276
Enviroseal, 458
Eon Labs, 460
Epinions.com, 73, 135
Equal, 280, 510
ER, 578
Era, 337
Ericsson, 10, 628
Esat Telecom Group PLC, 309
Escape SUV, Ford, 516
ESOMAR, 98
ESPN (Entertainment and Sports Programming Network), 43, 44, 179, 217, 565
ESPN Zone, 43, 292
Esquire, 458
Estée Lauder, 233, 384, 435, 436, 458, 461, 540, 615, 636
Ethos bottled water, 649
ETRade, 13, 320
ETRade Financial, 300
Euro Disney theme park, 609
European Commission, 84
European Union, 84, 145–46, 206, 602
Ever Clear, 260
Evian, 340, 406
Evilla Internet appliance,
Sony, 333
Evisa, 570
Evolution, 565
Exceldir, 484
Excel, 93
Excursion, Ford, 21
Expedia, 130, 370
Export-Import Bank of the
United States, 604
Extra Strength Tylenol, 340
ExxonMobil’s On the Run, 425
FAA, 211
FabSugar, 547
Facebook, 3, 13, 58, 115, 121, 146, 186, 248, 270, 520, 546, 548, 563–64, 565
FairPoint Communications, 305
Family Dollar, 197, 401, 423, 449
Fast & Furious, 44
FASTPASS, Disney, 361
Febreze, 270, 533
Federal Trade Commission, 108, 405, 539, 540, 547
Federated Department Stores, 450
FedEx, 38, 48, 130, 183, 191, 303, 304, 366
Feed America, 500
Fendi, 280, 438
Ferragamo watch, 334
Fiat, 259
Fiberglass, 250
Fidelity Investments, 130, 145, 280
Fiesta, 552
Fiesta, Ford, 325, 550
FIFA World Cup, 531
Fila, 258
Financial Times, 211
Finesse, 306
Fingerhut, 143, 144
Firefox, 94
Fireman’s Fund, 250
First Direct, 301
Fisher & Paykel dishwasher, 218
Fisher-Price, 77
Fit, 217
Fitch, 495
Flex, Ford, 243
Flex S.U.V, Ford, 325
Flickr, 13, 33, 250
Flirt, 461
Fluke, 574
Fnc, 431
Folgers, 282, 316, 400, 513
Folgers coffee, 320
Food and Drug Administration (FDA), 84, 349
Food Lion, 441
Food Marketing Institute, 437
Food Network, 12
Foot Locker, 29–30, 243
Fortes, 190
Ford Motor Company, 119, 197,
200, 201, 204, 288, 305,
325, 433, 525, 552, 636
Forest Stewardship Council (FSC), 646, 639
Forrester Research, 90
Fort Howard Paper Co., 569
Forts, 250
Fortune, 186, 190, 209,
297, 412, 413, 445, 511,
591, 593
42BELOW, 250
Fossil Group Australia, 70
4sight, Inc., 101
Four Points by Sheraton, 262
Four Seasons Hotels, 135, 326,
364, 366
Fox Network, 41, 42
Fox News, 42, 249
Fox Searchlight Pictures, 42
Franklin Mint, 420, 536
Frappuccinno® coffee, 301
Freakonomics, 551
FreeMarkets.com, 402
Fresh & Easy (gourmet
minisupermarkets), 431
Fresh Ink, Hallmark, 233
Friends, 578
Friends of the Earth, 80
Frito-Lay, 80, 290, 348, 506
Frito-Lay lemonade, 245
Fruit Blends, 261
Fruit of the Loom (laundry
detergent), 245
Fruit on the Bottom, 261
Fruit Rings, 307
FSN, 42
FTD, 543
Fuel, 217
Fuji, 409
Fujitsu Laboratories, 101
Fulfillment by Amazon
(FBA), 443
Fusion, Ford, 325
Fusion, Giglette, 532
Fusion Power, 40
The Futures Company, 495
Futures Group, 80
F.W. Woolworth, 384
FX, 42
Gain, 303, 328, 337, 519
Gallo Family Vineyards, 340
Gallup, 82
Gallup & Robinson Inc., 518
GameStop, 448
Gap, 130, 340, 386, 447, 450,
453, 455, 458, 470,
478, 636
Garmin GPS, 254
Garnier Fructis, 346
Gartner Group, 90
Gateway, 170, 207
Gatorade, 101, 299, 306,
552, 629
Gawker Media, 547
GCI Health, 495
GE. See General Electric (GE)
Subject

Accelerating, 622
Accessible segments, 231
Accumulated production, 393–94
Achievers, 226
Acquisition, 268
Actionable segments, 232
Action campaigns, 638
Active information search, 167
Activity-based cost (ABC), 133, 393
Activity plans, 559
Actual self-concept, 157
Adaptation
brand element, 609
communication, 610
criteria for marketing channels, 427
dual, 610
global marketing program, 607
global product strategies, 608–9
product, 608–9
Adapted marketing program, 606
Adapter, 307
Add-on spending, 268
Adjustment heuristics, 176
Administered VMS, 432
Adoption, 589
Ad placement policies and services, 516
Advertising, 478, 490–91
allowance, 521
consumer-generated, 506
definition of, 504
elasticity, 505
frequency, 506
budget decisions and, 505
informative, 504
objective, 504–5
persuasive, 505
reinforcement, 505
reminder, 505
specialty, 523
vs. sales promotion, 519–20
Advertising budget, 505
advertising elasticity, 505
factors affecting, 505
Advertising campaign, 506–10
development and execution, 507–10
legal and social issues, 510
message generation and evaluation, 506–7
pretest research techniques, 518
print ads, 507–9
radio ads, 509
television ads, 507
Advertising effectiveness
communication-effect research, 518
evaluating, 518–19
media selection, 518–19
sales-effect research, 518–19
Advertising options, alternate, 512–16
media, evaluating, 515–16
place advertising, 512–15
Advertising program, 504–19
advertising budget, 505
advertising campaign, 506–10
advertising objective, 504–5
media selection, 510–19
sales promotion, 519
Advocate channels, 487
Affinity customers, 422

World Trade Organization, 597, 601
World Wildlife Foundation (WWF), 639
WPP, 246, 495
WPP Digital, 495
Wrangler jeans, 485
W.R. Case & Sons Cutlery, 309
W. R. Grace, 72
Wrigley's, 258
Wunderman, 495
W.W. Grainger, 196, 200, 432, 463–64
Xbox, 93
Xena: Warrior Princess, 254
Xerox, 34, 40, 101, 128, 204, 250, 300, 305, 466, 627
Yahoo!, 13, 31, 32–33, 47, 109, 282, 302, 306, 542
Yahoo! Finance, 138
Yale, 484
Yankelovich, 13–14
Yankelovich Monitor, 74, 77
Yaohan supermarkets, 453
Yelp.com, 135
Yoplait, 168, 261, 344, 394, 627, 636
YoungFreeAlberta.com, 115
Young & Rubicam, 245, 496
YouTube, 3, 4, 13, 14, 137, 186, 202, 319, 541, 549, 551, 575, 631
Y&R, 495
Zales, 453
Zaltman Metaphor Elicitation Technique (ZMET), 106
Zappos, 241, 248, 367, 447
Zara, 25–26, 430, 431, 447, 455
Zazzle, 329
ZDNet.com, 73
Zest, 337
Zipcar, 356
Zippo Manufacturing, 141, 308–9
Zyrtec, 264
African Americans, 77, 224
Age
in demographic segmentation, 216–17
influencing consumer behavior, 155–56
Agents, 416, 462
Airtruck, 468
Aligning in channel management, 432
Allocating, 554
Allowance, 521
Alpha testing, 585
Alternatives, evaluation of, 168–70
beliefs and attitudes, 168
expectancy-value model, 169–70
Ambivalent Networkers, 545
Amplified expressiveness, 491
Anchoring heuristics, 176
Ancillary services, 457
Annual-plan control, 641–42
Anticipatory pricing, 408
Antitrust action, 304
APEC, 602
Approvers in buying center, 188
Arbitration, 438
Area market potential, 88–90
market-buildup method, 88–89
multiple-factor index method, 89–90
Area market specialists, 625
Areas of dominant influence (ADIs), 518
Arm’s-length price, 612
Arranged interviews, 109
Ascending bids, 402
ASEAN, 602
Asian Americans, 76, 224–25
Aspirational groups, 153
Assessive network memory model, 165
Assortment building, 462
Assurance, service quality and, 372
Atmospheres, 523
Attack strategy
general, 306
specific, 306
Attitude, 530
about products, 229
definition of, 168
of others, as intervening factor, 170–71
Attribute listing, 577
Auction-type pricing, 401–2
Audience-attention probability, 516
Audience quality, 516
Audiometers, 107
Augmented product, 326
Automated warehouses, 467
Automatic vending, 449
Availability heuristics, 174–75
Available market, 85
Average costs, 393
Awareness
audience, 511
in consumer-adoption process, 589
marketing public relations and, 528
product, change in, 530
set, 167
Baby boomers, 221
Backward flow of activity, 418
Backward invention, 609
Banded pack, 521
Bare bones relationships, 202
Bargaining power of buyer/seller, threat of, 232
Barter, 404
Barter markets, 197
Basic product, 326
Basic service, 372
Behavioral campaigns, 638
Behavioral decision theory (BDT), 174–77
decision heuristics, 174–76
framing, 176–77
theory findings, 175
Behavioral economics, 174–77
Behavioral research, 103
Behavioral segmentation, 227–29
decision roles, 227–28
needs and benefits, 227
user and usage, 228–29
Behavioral targeting, 146
Beliefs, 168
Believability, 580
Believers, 227
Benchmarks, 34, 199, 622
Bottom-up grassroots approach
of, 608
Branded variants, 261
Brand development index (BDI), 608
Brand equity, 241–68
customer-based, 244
customer equity and, 267–68
defining, 243–45
drivers, 249–50
holistic marketing, 251–52
measuring, 255–58
models, 245–49
Brand equity, building, 249–55
brand communities, 253–55
brand elements, choosing, 250–51
holistic marketing activities, 251–52
internal branding, 253
secondary associations, 252–53
value creation practices, 254
Brand equity, managing, 258–60
brand reinforcement, 258–59
brand revitalization, 259–60
Brand extensions, 260, 263–67
advantages of, 264–65
disadvantages of, 265
research insights on, 266–67
scorecard, 266
success characteristics, 265–67
Branding
cause, tips for, 637
co-branding, 344–45
color wheel of, 347
cultural, 292
decisions, 261
definition of, 243
emotional, 290–91
global, ten commandments of, 608
ingredient, 345–46
narrative, 292
primal, 292
role of, in brand valuation, 257
twenty-first-century, 267
See also Brand
Branding strategy, 260–67
alternative, 261
brand extensions, 263–67
brand portfolios, 262–63
definition of, 260
house of brands vs. branded house, 261
Channel integration and systems, 417, 431–35
horizontal marketing systems, 433
integrated multichannel marketing systems, 433–35
vertical marketing systems, 431–33
Channel-management decisions, 427–31
channel design and arrangements, modifying, 429
channel members, 427–29
channel modification decisions, 429–30
global channel considerations, 430–31
Channel members evaluating, 429
functions, 419
selecting, 427
terms and responsibilities of, 426
training and motivating, 428
Chief executive officer (CEO), 4, 628
Chief financial officer (CFO), 4
Chief information officer (CIO), 4
Chief marketing officer (CMO), 4, 17
China’s developing market, 598, 601
Choice architecture, 176
Choice set, 167, 168
City product version, 609
Cliques, 551
Cloner, 307
Closing, 561–62
Clutter, budget decisions and, 505
Co-branding, 344–45
Coercive power, 428
Cognitive campaigns, 638
Cohorts, 76
See also Generations
Collaborative exchanges, 202
Collectivism, 607
Color wheel of branding and packaging, 347
Combo sites, 73
Commercial information sources, 167
Commercialization in new-product development, 588
how (introduction market strategy), 588
when (timing), 588
where (geographic strategy), 588
to whom (target-market prospects), 588
Commoditization, 184
Commonality, 486
Common carrier, 468
Communicability, 580, 590
Communication adaptation, 610
audit, 479
budget trade-offs, 490
global strategies, 610–11
metrics, 642
modes, 478–79
as retail channel, 458
sales force, 554
Communication channels, selecting, 486–88
integration of communication channels, 488
nonpersonal (mass) communication channels, 487–88
personal communications channels, 486–87
Communication-effect research, 518
Communication objectives
brand attitude, 483
brand awareness, 482
brand purchase intention, 483
category need, 482
determining, 482–83
Communication options in interactive marketing
display ads, 542–43
e-mail, 543
mobile marketing, 543–45
search options, 542
Web sites, 541–42
Communications, designing, 484–86
creative strategy, 484–85
message source, 485–86
message strategy, 484
Community shopping centers, 459
Company brand name, 261
Company capabilities, affecting marketing, 14–15
Company demand, 87
Company pricing policies, 402–3
Company sales force, 555
Company sales forecast, 87
Company sales potential, 87–88
Compatibility, 590
Compensation deal, 404
Competition
budget decisions, 505
in global markets, 595–96
See also Competitive strategies; Competitors
Competitive advantage, 289
Competitive depositioning, 170
Competitive frame of reference, 275–79
Competitive-parity method, 489
Competitive points-of-parity, 281
Competitive strategies, 299–323
competitive strategies, other, 305–10
competitive strategies for market leaders, 299–305
in economic downturn, 318
market-challenger strategies, 305–7
market-follower strategies, 307
for market leaders, 299–305
market-nicher strategies, 308–10
product life-cycle marketing strategies, 310–18
Competitors analyzing, 279
costs, prices, and offers, 395
definition of, 278
identifying, 277–79
price changes, responding to, 409–10
studying, in new-product development, 577
threats posed by, 291
Complementarity, 496
Complementary services, 361
Complexity, 590
Component materials and parts, 328
Compositional approach, 199
Comprehension, 530
Comprehensive audit, 643
Computer games in marketing, 221
Concentration, new product advertising and, 517
Concept to strategy in new-product development, 579–84
business analysis, 583
concept development, 579–80
concept testing, 580–81
conjoint analysis, 581–82
marketing strategy development, 582–83
Condition of sale, 426
Conformance quality, 131, 329–30
Congruity, 485, 486
Conjoint analysis, 199
Conjunctive heuristic, 170
Connectors, 551
Consideration set, 167
Consumer base, budget decisions and, 505
Consumer behavior, 151–59
cultural factors, 151–53
influences on, 151–59
model of, 160, 161
personal factors, 155–59
social factors, 153–55
understanding, 166
Consumer decision making, 173–74
low-involvement, 173–74
successive sets involved in, 167–68
variety-seeking buying behavior, 174
Consumer-direct (CD) channels, 535
Consumer-generated advertising, 506
Consumer-goods classification, 327
Consumer-goods market testing, 586–87
controlled test marketing, 586–87
sales-wave research, 586
simulated test marketing, 586
Consumer growth, 587
Consumerist movement, 84
Consumer-loyalty process, 589
Consumer markets, 9
analyzing, 151–80
behavioral decision theory, 174–77
behavioral economics, 174–77
buying decision process, 166–74 (See also Five-stage model)
consumer behavior, influences on, 151–59
psychological processes, key, 160–66
vs. business markets, 183–85
Consumer participation, increased, 361
Consumer promotion, 519
tools, 520, 521
quiz, average U.S., 155
resistance, 13–14
surveys, 523
tests on packaging, 348
Consumer-adoption process, 589–90
characteristics of the innovation, 590
factors influencing, 589
organizations’ readiness to adopt innovations, 590
personal influence, 590
readiness to try new products, 589
stages in, 589
time adoption of innovations, 590
Consumer markets, 9
analyzing, 151–80
behavioral decision theory, 174–77
behavioral economics, 174–77
buying decision process, 166–74 (See also Five-stage model)
consumer behavior, influences on, 151–59
psychological processes, key, 160–66
vs. business markets, 183–85
Consumer participation, increased, 361
Consumer promotion, 519
tools, 520, 521
Consumer psychology and pricing, 386–88
price endings, 388
price-quality inferences, 388
reference prices, 387–88
Consumption patterns, 68
system, 326
Consumption chain method, 47
Contact methods, 107–10
mail, 108
online, 109–10
personal, 109
telephone, 108–9
Containerization, 468
Contests, 521
Continuity, new product advertising and, 517
Continuous replenishment programs, 201
Contract carrier, 468
Contractions, 304
Contract manufacturing, 604
Contracts, management, 604
Contractual sales force, 555
Contractual transaction, 202
Contractual VMS, 433
Contribution, 496
Control, 491
annual-plan control, 641–42
in business unit strategic planning, 53–54
efficiency control, 641, 642
marketing control, 641
profitability control, 641, 642
strategic, 641, 643–46
Controllable returns, 331
Controlled test marketing, 586–87
Convenience goods, 327
Convenience store, 449
Conventional marketing system, 431
Conversion rates, 140
Cookies, 70
Cooperative organizations, 603
Cooperative systems, 202
Co-op, 437
Core beliefs, 79
Core benefit, 326
Core business processes, in value chain, 34
Core competencies, 35–36
Core cultural values, 79
Core principles of mental accounting, 177
Corporate chain store, 450
Corporate communications, 527
Corporate credibility, 203
Corporate criteria for marketing channels, 427
Corporate culture, 45
Corporate environmentalism, 81
Corporate expertise, 203
Corporate image, marketing public relations and, 528
Corporate likability, 203
Corporate retailing, 450
Corporate social initiatives, 24
Corporate social responsibility, 630–34
ethical behavior, 630
legal behavior, 630
report, 632
social responsibility behavior, 630, 632–33
sustainability, 633–34
Corporate societal marketing (CSM), 634
Corporate strategic planning, 37–47
growth opportunities, assessing, 42–47
marketing innovation and, 45–47
mission statements, 38–39
organizational culture and, 45
organization and, 45
strategic business units, 39–42
Corporate trustworthiness, 203
Corporate umbrella, 261
Corporate VMS, 432
Cost
in cause-related marketing, 635–36
inflation, 408
in integrating IMC program, 496
leadership, 51
and profit, estimating, 584
Costs, estimating, 392–95
accumulated production, 393–94
levels of production, 393
target costing, 394
types of costs, 393
Counseling, 463, 527
Counterfeiter, 307
Counterfeit products, 612–13
Counteroffensive defense, 303
Countertrade, 404
Country-of-origin effects, 614–15
building country images, 614
consumer perceptions of, 614–15
Country product version, 609
Coupons, 521
Coverage, 496
Creative anticipation, 302
Creative brief, 506
Creative strategy, 484–85
informational appeals, 484
transformational appeals, 484–85
Creativity in marketing research process, 113
in new-product development, 577–78
Credence qualities, 357
Credibility, 491, 528
Credit, 78
Critical life events or transitions, 156
Critical path scheduling (CPS), 588
Cross-functional teams, 572
Cross-selling, 141
Crowdsourcing, 575
Cues, 163
Cultivation, 492
Cultural branding, 292
Culture
definition of, 151, 153
in demographic segmentation
(See Multicultural marketing)
factors influencing consumer behavior, 151–53
values, core, 79
Current demand estimations, 88–90
area market potential, 88–90
industry sales, 90
market shares, 90
total market potential, 88
Customer acquisition process, 34
advantage, 289
attributes (CAs), 585
base, 140
base management, 140–41
channel-design decisions, 422–23
churn, 139–40
cloning, 214
communities, 439
complaints, satisfying, 368
complaint sites, 73
connecting with, 27
consulting, 331
coproduction, 363–64
costs, solutions to reduce, 200
defection, reducing, 139–40
definition of, 200
equity, 267–68
empowerment, 137–38
empowerment of, 362–63
equity, 267–68
expectations of, managing, 373–75
failures, 364
getting closer to, in economic downturn, 318–19
getting closer to, in economic downturn, 318–19
mailing lists, 143
markets, 9
metrics, 642
metrics pathway, 117
multiplier, 255–56
needs, 376–77, 422–23
profitability, 133
profitability, 133
readiness to buy metrics, 642
recommendations, 139
retention dynamics, 140
revenues, solutions to enhance, 200
reviews, 138–39
risks, solutions to decrease, 200
satisfaction, quality control and, 360
satisfying employees and, 364–65
supply, 202
surprising, service quality and, 372
touch point, 135
training, 331
See also Customer service
Customer-based brand equity, 244
Customer databases, 143–44
use of, 144
vs. customer mailing lists, 143
Customer-driven departments, 624
Customer-focused value proposition, 276
Customerization, 234–35
Customer lifetime value (CLV), 132–34
calculating, 134–35
customer equity, 268
definition of, 134
measuring, 134
profitable customer, 133
Customer loyalty, 141–43
building, 141–43
institutional ties, creating, 143
interacting with customers, 141–42
loyalty programs, developing, 142
top brands in, 127
win-backs, 143
Customer-management organization, 627
Customer-on-top business model, 124
Customer partnering, 622
Customer-perceived value (CPV), 124–27
customer value analysis, 126
definition of, 125
high customer value, delivering, 127
processes and implications, choice, 126
value concepts, applying, 125–26
Customer-performance scorecard, 116, 117
Customer profitability analysis (CPA), 133
Family of procreation, 154
Farm products, 327
Fashion life cycles, 311
Fast & Furious 4 (movie), 44
Feature improvement, 314
Features, 329
Feedback
brand extensions, 264–65
in business unit strategic planning, 53–54
in communications process, 480
in evaluating sales representatives, 559
sites, 73
Feed-forward, 559
Feminine dimension, 607
Field value-in-use assessment, 199
Financial accountability, 22
Financial analysis, in brand valuation, 257
Financial projections, 54–55
Financial risk, 171
Financing, 462
Finite nonrenewable resources, 81
Firms of endearment, 630
First entry, 588
First movers, 312
Fishyback, 468
Five-stage model, 166–74
alternatives, evaluation of, 168–70
consumer decision making, 173–74
information search, 167
information sources, 167–68
postpurchase behavior, 172–73
problem recognition, 167
purchase decision, 170–71
Fixed-amount compensation, 556
Fixed costs, 393
Flank defense, 303
Flankers, 263
Flanking attack, 306
Flattening, 622
Flexible market offering, 231
Flighting, new product advertising and, 517
Flow, in modern exchange economy, 8
Fluctuating demand, 185
Focus, 51, 622
Focus group
assessment, 199
definition of, 199
research, 101–2
Follow-up, 562
Forced relationships, 577
Forecasting
buyers’ intentions, survey of, 91
definition of, 91
expert opinion, 91
market-test method, 91
past-sales analysis, 91
sales force opinions, composite of, 91
Foreign-based distributors or agents, 604
Form, 329
Forums, 73, 546–47
Forward buying, 522
Forward flow of activity, 418
Forward invention, 609
Four Ps, 25–26
Fragile-market-share trap, 408
Frames of reference competitive, 275–79
multiple, 282–83
Framing, 176–77
mental accounting, 176–77
in purchasing/procurement process, 194
Franchisees, 450
Franchisor organizations, 433, 450
Franchising, 450
Franchisor, 433, 450
Fraud, 540
Free goods, 521
Free media, 546
Free online services, 384–85
Free samples, 384–85
Free trials, 521
Frequency, media selection and, 511–12
Frequency programs, 521
Freud’s theory, 160
Frontal attack, 306
Fulfillment, online, 376
Fulfillment management process, 34
Full demand, 8
Full-line forcing, 438
Full market coverage, 232–33
Full-service retailer, 448
Full-service wholesalers, 462
Functional hubs, 197
Functional magnetic resonance imaging (fMRI), 108
Functional organization, 623, 625
Functional risk, 171
Future demand estimations, 90–91
See also Forecasting
Gain and risk sharing, 200
pricing, 403
Galvanometers, 107
Games, 521
with brands, 516
Gap level, 580
Gatekeepers in buying center, 188
Gender in demographic segmentation, 217
General need description, 196
Generations, 219–22
baby boomers, 221
Gen X, 221
Millenials (Gen Y), 219–21
profiling, 220
Silent Generation, 221–22
Generics, 460
Gen X, 221
Gen Y (Millenials), 219–21, 635
Geographical expansion strategy, 301
Geographical pricing, 404
Geographic organization, 616, 625
Geographic segmentation, 214–16
Geographic specialist, 309
Ghost brands, 316
Gifts, 521
Global
channel considerations, 430–31
communication strategies, 610–11
distribution strategies, 613
growth leaders, 572
Global industry, definition of, 596
Global marketing, 616–17
export department, 616
global organization, 616–16
international division, 616
Global marketing program, 606–13
Globalization, 12, 622
Global manufacturing, 606
Global product strategies, 608–10
brand element adaptation, 609
product adaptation strategies, 608–9
product standardization, 608
Goal achievement, strategy for, 50–52
See also Strategic formulation
Goal formulation, 50
Goal incompatibility, 436
Going abroad, deciding on, 597
Going-rate pricing, 401
Goods, 5
See also Product
government markets, 9, 205–7
government sector, 356
grassroots marketing, 214
Gray markets, 612
Green marketing, 80–83
Greenwashing, 633
gross domestic product (GDP), 90
group-discussion method, 91
growth, long-term, 27
growth leaders, 572
growth opportunities, corporate strategic planning, 42–47
diversification growth, 44–45
divesting older businesses, 45
downsizing, 45
integrative growth, 43–44
intensive growth, 43
strategic-planning gap, 42
growth-slug-maturity pattern, 310
growth stage of product life cycle, 310, 313
Guarantees, 349, 360
Guerrilla attack, 306
Index
Index

Happenings data, 71
Hard-core loyals, 228
Hard-discount store, 449
Hardware of success, 53
Harvesting, 315
Heart share, 291
Hedonic bias, 163
Heightened attention, 167
Heightened competition, 12
Herzberg’s theory, 161
Heterogeneous shopping goods, 327
Heuristics
consumer choice, 170
decision, 174–76
definition of, 170
Hierarchy-of-effects model, 481
High customer value, delivering, 127
High-end prestige, 263
Higher-volume retailers, 456
High-level management committee, 572
High-low pricing, 401
High-markup retailers, 456
Hiring procedures, 360
Hispanic Americans, 76–77, 222–24
Historical approach to advertising, 519
Holistic marketing
brand equity, 251–52
orientation in customer value, 36
Homogenous shopping goods, 327
Horizontal channel conflict, 435–36
Horizontal marketing systems, 433
Household patterns, 77
Hub-and-spoke system, 625
Hybrid channels, 416–17
Hybrid grid, 435
Hybrid offering, 357
Ideal method, 47
Ideal self-concept, 157
Idea manager, 576
Ideas as market offering, 7
Idea screening, 578–79
Ideas in new-product development, 573–79
creativity techniques, adopting, 577–78
idea screening, 578–79
interacting with employees, 576–77
interacting with others, 574–76
studying competitors, 577
Identity media, 529
identity theft, 84
Image differentiation, 290
Image pricing, 406
Image seekers, 227
Imitator, 307
Impact, media selection and, 511–12
Implementation controls, 55
Implication questions, 560
Implications, in customer perceived value, 126
Implicit events and experiences, 492
Importance-performance analysis, 367–68
Importance ratings, 199
Impulse goods, 327
Inbound telemarketing, 539
Incentive, 491
Income, 78
Income distribution, 78
Income distribution patterns, 78
Income in demographic segmentation, 218
Incremental innovation, 569
Independent audit, 643
India’s developing market, 598, 600
Indirect export, 603–4
Individualism, 607
Individual marketing, 234–35
Indonesia
developing markets, 598, 601
selling to, 188
Industrial economies, 78
Industrial-goods classification, 327–28
Industrializing economies, 78
Industry, definition of, 278
Industry convergence, 12
Industry sales, 90
Inelastic demand, 185
Influencer, 188, 227
Influencing in channel management, 432
Influential word-of-mouth marketing, 492
Infomediaries, 171, 439
Infomercials, 539–40
Information
gathering, 554
marketing of, 6–7
search, 167
sources, 167–68
Informational appeals, 484
Information Encumbered, 545
Information in marketing research process
analyzing, 100
collecting, 110–11
value and cost of, 113
Informative advertising, 504
Ingredient branding, 345–46
In-home tests, 518
Initiator, 188, 227
Innovation
definition of, 589
diffusion process, 589
opportunities, 83
with services, 370
in services differentiation, 290
value, high growth through, 278–79
Innovators, 226, 589
Inseparability, 359
Installations, 328, 331
Institutional markets, 205–6
Institutional ties, creating, 143
Intangibility, 358–59
Integrated logistics systems (ILS), 464–65
Integrated marketing communications (IMC), 494
assessing, 496
coordinating media, 495–96
definition of, 495
implementing, 496
Integrated multichannel marketing systems, 433–35
Integration of communication channels, 488
Integration of marketing concepts, 22, 23
Integrative growth, 43–44
Intensive distribution, 425
Intensive growth, 43
Interacting with customers, 141–42
Interactive marketing, 365, 478, 492, 540–45
advantages of, 540–41
communication options, 541
disadvantages of, 540–41
Interbrand valuation method, 257–58
Intercept interviews, 109
Interest, in consumer-adoption process, 589
Intermediaries in market channels, 416
dependence on manufacturer, 436
numbers of, 424–25
types of, 424
Internal branding, 253
Internal engineering assessment, 199
Internal environment analysis, 49–50
Internal marketing, 365, 623–29
creative, building, 628–29
organizing marketing department, 623–27
relationships with other departments, 627
Internal records, 70–71
databases, 71
data mining, 71
data warehousing, 71
order-to-payment cycle, 70
sales information systems, 70
International division, 616
Internationalization process, 597
International subsidiaries, 616
Internet
buzz marketing, 220
Central Contractor Registration database, 207
e-procurement, 197–98
improving business performance with, 204–5
in marketing research, 98
online business buying, 197
online purchasing by government markets, 207
shift in buying patterns caused by, 235
supplier search, 196–97
Interstitials, 543
Intertype competition, growth of, 452
Intervening factors in purchase decision, 170–71
Interviewing, 108–9
Intimacy in emotional branding, 291
Intrinsic rewards, 558
Introduction stage of product life cycle, 310, 312–13
Inventor, 312
Inventory, 467–68
Inventory-carrying costs, 467
Investment in economic downturn, increasing, 318
Invitation, 491
Irregular demand, 8
Irritation in direct marketing, 540
Item, 336
Jobbers, 421
Job-shop specialist, 309
Joint memberships, 437
Joint-venture co-branding, 344
Joint ventures, 605
Justifying, 622
Just-noticeable difference, 341
Knowledge, 245
Labeling, 348–49
Laddering, 107, 160
Laggards, 589
Late entry, 588
Late majority, 589
Latent demand, 8
Lateral marketing, 578
Lead generation, 198
Lead time, 523
Lean manufacturing, 465
“Learn-feel-do” sequence, 480–81
Learning, 163
Learning curve, 393
Legal behavior, 630
Legal issues
in advertising campaign, 510
in channel conflict, 438
Legal recourse, 438
Legitimate power, 428
Leisure-time activities, 79
Lesbian, gay, bisexual, and transgender (LGBT), 225
Levels of production, 393
Leveraging secondary associations, 252–53
in building brand equity, 252–53
in small business, 294
Lexicographic heuristic, 170
Licensed product, 261
 Licensing, 604–5
Life-cycle cost, 376
Life cycle stage
in demographic segmentation, 216–17
personal factors influencing consumer behavior, 155–56
Life stage in demographic segmentation, 217
Lifestyle
definition of, 157
values and, 157–59
Likability, 485
Limited-service retailer, 448
Limited-service wholesalers, 462
Line extension, 260–61
Line-extension trap, 265
Line featuring, 341
Line filling, 341
Line modernization, 341
Line pruning, 342
Line stretching, 339–40
down-market stretch, 340
two-way stretch, 340
up-market stretch, 340
Listening, service quality and, 372
Lobbying, 527
Location as retail channel, 458–59
Location pricing, 406
Logical resistance, 561
Logistic alliances, 51
Long tail theory, 235
Long-term memory (LTM), 163
Loss-leader pricing, 405
Lot size, 422
Lovemarks, 291
Low-end entry level, 263
Lower-volume retailers, 456
Low-interest financing, 405
Low-involvement consumer decision making, 173–74
Low-markup retailers, 456
Low-quality trap, 408
Loyalty, 127
See also Customer loyalty
Luxury brands, 334–35
Macroenvironment analysis, 74–84
demographic environment, 75–77
economic environment, 77–78
major forces, identifying, 74
natural environment, 80–81, 82
of needs, 74
political-legal environment, 84
sociocultural environment, 78–80
technological environment, 81, 83–84
of trends, 74
Macroenvironment forces, 47
Macromodel of marketing communication processes, 480
Macro scheduling decision, 517
Mail contacts, 108
Mail questionnaires, 108
Maintenance and repair, 328, 331
Major account manager (MAM), 555
Major forces, identifying, 74
Major service offering, 357
Make or buy new-product options, 567–68
Makers, 227
Management contracts, 604
Management services, 463
Manages by objectives (MBO), 50
Manufactured materials and parts, 328
Manufacturer promotions, 520
Manufacturer-sponsored retailer franchise, 433
Manufacturer-sponsored wholesaler franchise, 433
Manufacturing sector, 356
Mapping in channel management, 432
Market, 8
broadening, 303
business vs. consumer, in organizational buying, 183–85
definitions, 39, 40, 85
demassification, 536
diversification, 304
evolution, 317
followers, 299, 305
forecast, 87
information, 462
makers, 439
minimum, 86
modification, 314
multiplier, 256
partitioning, 168
pioneer, 312
potential, 86, 87
profile, 338
shares, 86, 90
specialization, 234
See also specific market types
Market-buildup method, 88–89
Market-centered organization, 627
Market-challengers, 299, 305
Market-challenger strategies, 305–7
general attack strategy, choosing, 306
specific attack strategy, choosing, 306
strategic objective and opponent(s), 305–6
Market demand, 85–91
current, estimating, 88–90
expanding total, 301–2
functions, 86–87
future, estimating, 90–91
more usage, 301–2
new customers, 301
See also Demand measurement
Market-driving firms, 302
Marketer anticipative, 302
creative, 302
definition of, 7–8
entities marketed by, 5–7
frequently asked questions, 26
holistic, 36
master, 36, 37
opportunities spotted by, 48
Market-follower strategies, 307
Marketing action, in marketing plan, 55–56
alliances, 51–52
audit, 643, 644–45
control, 641
tooler, 642
customer value and, 10, 33–37
dashboards, 116–18
environment audit, 644
excellence review, 643, 646
function audit, 645
funnel, 140, 228, 229
future of, 643, 646
implementation, 28, 640–41
insights, 26–27, 98
intermediaries, 327
management, 5, 25
metrics, 114–16, 642
mix, 25 (See also Four Ps)
network, 20
organizational audit, 644–45
partner expertise, 98–99
personalizing, 135–37
planning process, 15–16
practices, trends in, 621–23
productivity audit, 645
program modification, 314
research firms, 99
sensitivity of demand, 86
strategy, 54
strategy audit, 644
system, simple, 8–9
systems audit, 645
weaknesses, 647
See also Marketing concepts
Marketing activities
impact of, 402
market share expansion and, 304
Marketing channels, 415–45
channel conflict, 435–38
channel-design decisions, 422–27
channel integration and systems, 431–35
channel-management decisions, 427–31
definition of, 415
e-commerce marketing practices, 438–41
hybrid, 416–17
importance of, 416
intermediaries in, 416, 424–25
m-commerce marketing practices, 441–42
multichannel, 416–17
role of, 418–22
service outputs, 422–23
system, 416
value networks, 417–18
Marketing communication,
476–500
changing environment of, 476–77
effective, developing, 482–90
marketing communications effects, 479
mix, 490–94
See also Integrated marketing communications (IMC)
Marketing communication process models, 480
macro model, 480
micromodel of consumer responses, 480–82
response hierarchy, 480–82
Marketing communications budget, establishing, 488–90
affordable method, 489
communication budget trade-offs, 490
competitive-parity method, 489
objective-and-task method, 489–90
percentage-of-sales method, 489
Marketing communications mix, 490–94
characteristics of, 490–92
communication results, measuring, 494
modes of communication in, 478–79
setting, factors in, 492–93
Index I23
Marketing concepts
brands, 10
competition, 11
core, 9–12
definition of, 18
demands, 10
holistic, 18–19
integrated marketing, 20–21
internal marketing, 21
marketing channels, 11
marketing environment, 11
needs, 9–10
offerings, 10
performance marketing, 22, 24
positioning, 10
product, 18
production, 18
relationship marketing, 20
right and wrong, 19
satisfaction, 10
segmentation, 10
selling, 18
supply chain, 11
target markets, 10
value, 10
wants, 9–10
See also Marketing
Marketing decision support system (MDSS), 112
Marketing in economic downturn, 318
brand and product offerings, fine-tuning, 320
budget allocations, reviewing, 319
customers, getting closer to, 318–19
increasing investment, exploring upside of, 318
value proposition, compelling, 319–20
Marketing information system (MIS)
components of, 67
definition of, 69
Internal records in, 70–71
macroenvironment analysis and, 74–84
marketing intelligence system and, 71–74
Marketing innovation, 45–47
in corporate and division strategic planning, 45–47
dimensions of, 46–47
Marketing in practice, 15–17
CMOs, 17
in organization, 17
planning process, 15–16
Marketing intelligence, 71–74
acting on, 73–74
collecting, on Internet, 72–73
communicating, 73–74
improving quantity and quality of, 72
system, 71–73
Marketing management tasks, 26–28
building strong brands, 27
capturing marketing insights, 26–27
communicating value, 27
connecting with customers, 27
creating successful long-term growth, 27
delivering value, 27
implementing marketing plan, 28
shaping market offerings, 27
strategies and plans, developing, 26
Marketing-mix modeling, 116
Marketing-mix strategy, 231
Marketing opportunity
definition of, 48
evaluating, 49
spotted by marketers, 48
See also SWOT analysis
Marketing plan
components of, 54–55
criteria, 55
definition of, 36, 54
developing, 26
implementing, 28
marketing action and, 55–56
relationships in, role of, 55
research in, role of, 55
tactical, 37
See also Strategic marketing plan
Marketing public relations
(MPR), 527–30
decisions in, 528
effectiveness of, measuring, 529–30
messages and vehicles, choosing, 528–29
objectives, establishing, 528
tools in, 529
vehicles, 528–29
Marketing research approaches, 101–3
causal, 100
communication-effect, 518
conducting, 97–121
definition of, 98
descriptive, 100
exploratory, 100
focus group research, 101–2
good, characteristics of, 113
instruments, 104–7
in marketing plan, 55
market productivity and, measuring, 114–18
observational research, 101
pretest, in advertising campaign, 518
process, 99–114
qualitative measures, 104, 106–7
questionnaires, 104, 105
sales-effect, 518–19
in small businesses, 293
in small companies, 98–99
specific, 100
survey research, 103
system, 97–99
technological devices, 107
Marketing research plan, developing, 100–110
behavioral research, 103
contact methods, 107–10
data sources, 100
experimental research, 103–4
research approaches, 101–3
research instruments, 104–7
sampling plan, 107
Marketing research process, 99–114
analyzing information, 100
barriers to use of, overcoming, 112, 113
collecting information, 110–11
decision alternatives, 99–100
defining the problem, 99
developing research plan, 100–110
make decisions, 111, 112
objectives, 100
present findings, 111
Marketing resource management (MRM) software, 640, 641
Market leaders, 299
Market leader strategies, 299–305
expanding total market demand, 301–2
increasing market share, 304–5
against price discounter, 300–301
protecting market share, 302–4
Market logistics, 464–69
decisions, 466–69
definition of, 464
integrated logistics systems, 464–65
inventory, 467–68
objectives, 465–66
order processing, 466–67
organizational lessons, 469
transportation, 468–69
warehousing, 467
Market-management organization, 627
Market-nicher strategies, 299
Market-nicher strategies, 308–10
Market offerings, new, 567–93
new-product development, 568–70
new-product options, 567–68
organizational arrangements, 570–73
See also New-product development
Market offerings, shaping, 27
Market opportunity analysis (MOA), 49
Market penetration index, 86
Market-penetration pricing, 389–90
Market penetration strategy, 301
Market segmentation, 10, 213–31
behavioral, 227–29
brand valuation, 257
demographic, 216–25, 230
geographic, 214–16
levels of, 233
psychographic, 225–27
variables, 215, 230–31
See also Market targeting
Market-sensing process, 34
Market share, 291
budget decisions and, 505
increasing, 304–5
maximum, 389–90
protecting, 302–4
Market-skimming pricing, 390
Marketspaces, 9
Market targeting, 231–36
criteria, 231–32
ethical choice of market targets, 235–36
evaluating and selecting market segments, 232–36
full market coverage, 232–33
individual marketing, 234–35
multiple segment specialization, 234
single-segment concentration, 234
steps in, 231–32
threats, 232
Market testing, 585–88
business-goods testing, 587–88
consumer-goods market testing, 586–87
Market-test method, 91
Markup pricing, 396–97
Masculine dimension, 607
Maslow’s theory, 160–61
Mass communication channels, 487–88
Mass customization, 328
Mass marketing, 233
Index

Order/reorder point, 467
Order-routine specification, 201
Order taker, 553
Order-to-payment cycle, 70, 466–67
Organic growth, 567
Organic products, 633
Organization, 6
components of, 45
in corporate and division strategic planning, 45
marketing in, 17
views of, 78–79
Organizational buying, 183–88
business market vs. consumer market, 183–85
buying situations, 185–87
systems buying, 187
systems selling, 187–88
Organizational culture
in corporate and division strategic planning, 45
Organizing internal marketing department, 623–27
functional organization, 623, 625
geographic organization, 625
market-management organization, 627
matrix-management organization, 627
product- or brand-management organization, 625–27
Organizing new-product development, 570–73
budgeting for new-product development, 571–72
cross-functional teams, 572
decision process, 573
organizing new-product development, 572–73
stage-gate systems, 572–73
Orphan brands, 316
Others
self-concept, 157
views of, 78
Outbound telemarketing, 539
Out-of-home advertising. See Place advertising
Out-of-pocket costs, 376
Outsourcing, 622
Overdemand, 408
Overfull demand, 8
Overhead, 393
Overseas sales branch or subsidiary, 604
Overwhelmed segment, 227
Ownership of service offerings, 357
Packaging, 346–48
color wheel of, 347
as marketing tool, 346
objectives, 347
structural design of, 348
testing, 348
Paid search, 542
Parallel entry, 588
Parent brand, 260
Partial cost recovery, 390
Participants in business buying process, 188–93
buying center, 188–89
buying center influences, 189–90
targeting firms, 191–92
targeting within business center, 192–93
Partner relationship management (PRM), 52
Part-time employees, 361
Past-sales analysis, 91
Patronage awards, 521
Payment equity, 375
Payment terms, longer, 405
Pay-per-click ads, 542
Peak-time efficiency, 361
Penetrated market, 85
People, in new four Ps, 25
People-based services, 357
Perceived risk, 171
Perceived services, 373
Perceived value, 580
Perceived-value pricing, 398–99
Percentage-of-sale method, 489
Perception, 161–62
differences in, 436
selective attention, 162
selective distortion, 162
selective retention, 162
subliminal, 162
Perceptual maps, 283–84
Performance
in new four Ps, 26
quality, 131, 329
review, 201
Performance marketing, 22, 24
financial accountability, 22
social responsibility
marketing, 22, 23
Periodic audit, 643
Peripheral cues, 173
Peripheral route, 173
Perishability, 361
Permission marketing, 136–37
Personal characteristics in segmentation, 230
Personal communications channels, 486–87
Personal contacts, 109
Personal factors influencing consumer behavior, 155–59
age and stage in life cycle, 155–56
lifestyle and values, 157–59
occupation and economic circumstances, 156
personality and self-concept, 156–57
Personal influence, 590
Personal information sources, 167
Personal interaction, 492
Personal interviewing, 109
Personality
definition of, 156
influencing consumer behavior, 156–57
Personalizing marketing, 135–37
Personal selling, 560–62
in consumer-goods marketing, 493
definition of, 478
qualities, 492
relationship marketing, 562
six steps in, 561–62
Personal word-of-mouth marketing, 492
Personalas, 112
Persons, marketing through, 6
Persuasive advertising, 505
Perversiveness, 490
Physical attractiveness, 542
Physical evidence, 358
Physical risk, 171
Piggyback, 468
Pioneer advantage in product life cycle, 312–13
Place, in old four Ps, 25
Place advertising, 512–15
billboards, 512–13
point of purchase, 514–15
product placement, 514
public spaces, 513–14
Place marketing, 6
Planned contraction, 304
Podcasts, 204, 205, 543
Point-of-purchase (P-O-P)
definition of, 514–15
displays and demonstration, 521
Points-of-difference (PODs), 280–85
brand mantras, 284–85, 286
category membership, 287–88
choosing, 283–84
communicating, 288–89
criteria, 280
definition of, 280
multiple frames of reference, 282–83
straddle positioning, 283
vs. points-of-parity, 281–82
Points-of-parity (POPs), 280–85
brand mantras, 284–85, 286
category, 280–81
choosing, 283–84
communicating, 288–89
competitive, 281
definition of, 280
multiple frames of reference, 282–83
straddle positioning, 283
vs. points-of-difference, 281–82
Political-legal environment, 84
business legislation, increase in, 84
special interest groups, growth of, 84
Pooling of individual estimates, 91
Population age mix, 75, 76
Population growth, worldwide, 75
Porter's generic strategies, 51
Position defense, 303
Positioning, definition of, 276
See also Brand positioning
Positioning statement, 506
Positivity illusion, 176
Postpurchase actions, 172
behavior, 172–73
satisfaction, 172
services, 457
uses and disposal, 172–73
Postsale service strategy, 377
customer-service evolution, 377–78
customer-service imperative, 378
Potential market, 85
Potential product, 326
Power distance, high
Power grid, 245, 247
Preemptive cannibalization, 265
Preemptive defense, 303
Premiums, 521
Prepurchase services, 457
Presentation, service quality and, 358
Press relations, 527
Price
allowances, 404–5
changes by competitors, 409–10
cuts, initiating, 407–8
cutting traps, 408
discounts, 404–5
discrimination, 406, 407
elasticity of demand, 392
endings, 388
escalation, 611–12
experiments, 392
impact on other parties, 403
indifference band, 392
in old four Ps, 25
packs, 521
policy, 426
pressures in supplier selection, 199–200
as retail channel, 456–57
sensitivity, 390–91
Price, adapting, 403–7
differentiated pricing, 406–7
geographical pricing, 404
price allowances, 404–5
price discounts, 404–5
promotional pricing, 405
promotional.
Price, selecting final, 402–3
cost, company pricing policies, 402–3

Gain-and-risk-sharing
pricing, 403

impact of other marketing
activities, 402
impact of price on other
parties, 403

Price increases
avoiding, approaches for, 409
competitors, responding to, 409–10
initiating, 408–9

markup pricing, 396–97
profits before and after, 408
stealth, 403

Price-off, 521

Price-quality inferences, 388
Price setting, 389–403

analyzing competitor’s costs, prices, and offers, 395
determining demand, 390–92
estimating costs, 392–95
profit objective, selecting, 389–90

selecting final price, 402–3

selecting pricing method, 395–402

summary of steps in, 389
Price/value customers, 422

Price-war trap, 408

Pricing

adapting the price, 403–7
competitor’s price changes, responding to, 409–10
consumer psychology and pricing, 386–88

definitions of, 386
methods of pricing, 386
price cuts, initiating, 407–8
price increases, initiating, 408–9

pricing environment, changing, 384–86
setting the price, 389–403
understanding, 383–88

See also Global pricing
strategies

Pricing collaborations, 51

Pricing method, selecting, 395–402

auction-type pricing, 401–2

growing-rate pricing, 401

markup pricing, 396–97
perceived-value pricing, 398–99

focus-group pricing, 399–400

target-return pricing, 397–98
value pricing, 399–401

Pricing objective, selecting, 389–90

maximum current profit, 389
maximum market share, 389–90

maximum market skimming, 390

nonprofit and public
organization objectives, 390

product-quality leadership, 390

survival, 389

Primal branding, 292

Primary activities in value
chain, 34

Primary data, 100

Primary demand, 86

Primary groups, 153

Primary packaging, 346

Primary service options, 368–69

Primary service package, 369

Prime contractors, 187

Principle of congruity, 486

Print ads, 507–9, 518

Private aviation, 370

Private label, 486

Private exchanges, 197

Privacy, 84, 376, 540

Private label pricing, 396–97

initiating, 408–9

competitors, responding to, avoid strategies, approaches for, 409

impact of price on other
prices, and offers, 395

Private label brand, 395–402

Private nonprofit sector, 356

Prizes, 521

PRIZM clusters, 215–16

Proactive marketing, 302–3

Problem questions, 560

Problem recognition, 167, 196

Process
in customer perceived
value, 126

elements in, 480
models, 480

in new four Ps, 25

Procurement

process, 193–95

as retail channel, 455–56

Product, 5

adaptation, 608–9

alliances, 51
category interest, 527
characteristics, 325–27
class, 336
companies, service strategies
for, 377
definition of, 325
definitions, 39, 40
costs, 393–94

costs, 393–94
costs, 393–94

costs, 393–94

encountering public
problems, 528

family, 336

in four Ps, 25

hierarchy, 336

innovation, 307

invention, 609

manager, 572, 626

map, 338

modelling, 314

offerings, fine-tuning, 320

pioneer, 312

placement, 514

planning, marketing plan and,
54–55

product-line specialist, 309

publicity, 527

quality, 131–32

specialization, 234

specification, 196

substitutability, budget
decisions and, 505

systems and mixes, 336–37
teams, 626

variant, 336

variety, 423

warranties, 521

Product assortment

must-haves, 455

as retail channel, 454–55

Product-bundling pricing, 344

Product classification, 327–28

consumer-goods

classes, 327

durability, 327

industrial-goods classification, 327–28
tangibility, 327

Product-development strategy, 43

Product differentiation, 329–30

conformance quality, 329–30

customization, 329
durability, 330

features, 329

form, 329

performance quality, 329

reliability, 330

repairability, 330

style, 330

Product-feature specialist, 309

Product-form pricing, 406

Production

accumulated, in estimating
costs, 393–94

conformance quality, 329–30

customization, 329
durability, 330

features, 329

performance quality, 329

reliability, 330

repairability, 330

style, 330

Product-management
organization, 625–27

Product-market type, 492–93

Product mix
definition of, 336
dimensions, 336–37

Product-mix pricing, 342–44

by-product pricing, 343–44
captive-product pricing, 343

optional-feature pricing, 342–43

product-bundling pricing, 344

product-line pricing, 342
two-part pricing, 343

Product-penetration percentage, 87

Product-positioning map, 580

Product-quality leadership, 390

Product strategy, 325–53

co-branding, 344–45
design, 332–33

ingredient branding, 345–46
labeling, 348–49

packaging, 346–48

product characteristics, 325–27

product classifications, 327–28

product differentiation, 329–30

product hierarchy, 336

product-line analysis, 337–39

product-line length, 339–42

sales and profits, 337–38

Product-line length, 339–42

line featuring, 341

line filling, 341

line modernization, 341

line pruning, 342

line stretching, 339–40

Product-management
organization, 625–27

Product-market type, 492–93

Product mix
definition of, 336
dimensions, 336–37

Product-mix pricing, 342–44

by-product pricing, 343–44
captive-product pricing, 343

optional-feature pricing, 342–43

product-bundling pricing, 344

product-line pricing, 342
two-part pricing, 343

Product-penetration percentage, 87

Product-positioning map, 580

Product-quality leadership, 390

Product strategy, 325–53

co-branding, 344–45
design, 332–33

ingredient branding, 345–46
labeling, 348–49

packaging, 346–48

product characteristics, 325–27

product classifications, 327–28

product differentiation, 329–30

product hierarchy, 336

product-line analysis, 337–39

product-line length, 339–42

sales and profits, 337–38

Product life cycle (PLC)
Index

Product value analysis (PVA), 196
Professional purchasing, 185
Profitability control, 641, 642
Profits, maximum current, 389
Profits and sales, 337–38
Proftitiers, 366–67
Program formulation, 53
implementation, 53
multiplier, 255, 256
in new four Ps, 25
Projective techniques, 106, 160
Promoting, wholesale, 462
Promotion, 523
in old four Ps, 25
Promotional alliances, 51
Promotional pricing, 405
Promotion cost, marketing public relations and, 528
Promotion tools business, 522
consumer, 520, 521
marketing public relations, 529
sales force, 522, 523
trade, 520, 521–22
Properties, 6
Proposal solicitation, 198
Prospect call, norms for, 557
Prospecting, 554
Prospect theory, 177
Protecting market share, 302–4
defensive marketing, 303–4
proactive marketing, 302–3
Psychic proximity, 602
Psychogenic needs, 160
Psychographics, 225
Psychographic segmentation, 225–27
Psychological discounting, 405
Psychological life-cycle stages, 155
Psychological processes, key, 160–66
eotions, 163
earning, 163
memory, 163–66
motivation, 160–61
perception, 161–62
Psychological repositioning, 170
Psychological resistance, 561
Psychological risk, 171
Public definition of, 527
direct marketing issues, 539
information sources, 167
Publications, 529
Publicity, 478, 491, 527
Public organization pricing objectives, 390
Public relations, 478, 491
Public relations (PR) definition of, 527
functions of PR department, 527
See also Marketing public relations (MPR)
Public service activities, 529
Public spaces, 513–14
Pull strategy, 416
Pulsing, new product advertising and, 517
Purchase decision, 170–71
intervening factors, 170–71
noncompensatory models of consumer choice, 170
Purchase intention, 581
Purchase occasions, 581
Purchase probability scale, 91
Purchasing approaches in segmentation, 230
frequency, 581
process, 193–95
professional, 185
upgrading of, 194
Pure bundling, 344
Pure-click companies, 439–40
business-to-business e-commerce, 439–40
e-commerce success factors, 439
“Pure Play” auction sites, 196–97
Pure service offering, 357
Pure tangible good, 356
Push strategy, 416
Qualified available market, 85
Qualitative measures, 104, 106–7
brand personification, 107
laddering, 107
projective techniques, 106
pro and cons of, 104
visualization, 106
word associations, 106
Quality control, 360
credence, 357
customer expectations, managing, 373–75
determinants of, 374
e-service, 376
functional, 365
gaps in, 373–74
impact of, 131–32
improvement, 314, 372
managing, 370–75
marketing excellence, achieving, 365–66
marketing tools for, 358
market share expansion and, 304
measuring dimensions of service, 371, 372
of product, 131–32
self-service technologies, incorporating, 375
of service, 131–32
service-quality model, 373–74
standards of, 366
total, marketing and, 132
Quality function deployment (QFD), 585
Quality-price specialist, 309
Questionnaires, 104, 105
dos and don’ts, 104, 105
mail, 108
online, 109
types of questions in, 105
Quick response systems (QRS), 331
Race in demographic segmentation, 222–25
African Americans, 224
Asian Americans, 224–25
Hispanic Americans, 222–24
lesbian, gay, bisexual, and transgender (LGBT), 225
Racial diversity, 76–77
Radio ads, 509
Radio frequency identification (RFID) systems, 455
Rapid prototyping, 580
Raw-material-exporting economies, 78
Raw materials, 327–28
Reach, media selection and, 373–74
Real response, 302
Real positioning, 170
Rebates, 521
Receiver in communication recovery, service quality and, 372
Recovery, service quality and, 372
Red-ocean thinking, 278
Reduced-price pack, 521
Reduction of discounts, 408
Reengineering, 622
Reference groups influencing consumer behavior, 153–54
Reference prices, 387–88
Referent power, 428
Regional product version, 609
Regional shopping centers, 459
Regional trade areas and agreements, 602
Regionalization advertising, 505
Relationship marketing in personal selling, 562
Relationships business partner, 202
buyer-supplier, 202–3
in marketing plan, 55
supplier-customer, 184
See also Business-to-business customer relationships
Relationship-specific adaptations, 203
Relative advantage, 590
Relevance, 245
Relevant events and experiences, 492
Reliability, 330
online, 376
in service quality, 372, 374
in services differentiation, 290
Reminder advertising, 505
Repairability, 330
Repositioning mature product, 527
Representativeness heuristics, 175
Research. See Marketing research
Research and development (R&D) budgets, 84
Reservation systems, 361
Resilience in services differentiation, 290
Resonance, 249
Response, 480
Response hierarchy model, 480–82
Response in personal selling, 492
Responsive anticipation, 302
Responsiveness, service quality and, 372
Results data, 71
Retail co-branding, 344
Retailer co-operative, 433, 450
corporate retailing, 450
definition of, 447
franchising, 450
nonstore retailing, 449
product version, 609
promotions, 520
store retailers, 448–49
types of, 448–50
Retail health clinics, 370
Retailing, 447–59
channels (See Retailing channels)
innovative retail organization, 448
marketing decisions, 453–54
new environment of, 451–53
vs. wholesaling, 461–62
Retailing channels, 454–59
communications, 458
location, 458–59
prices, 456–57
procurement, 455–56
product assortment, 454–55
services, 457
store activities and experiences, 457–58
store atmosphere, 457
Index

Retail sector, 356
Retail store, definition of, 447
Retail transformation, 12–13
Retention, 268
Return on investment (ROI), 50
Returns, 331–32
Reverse assumption analysis, 577
Reverse auction, 13
Reverse-flow channels, 421
Reward power, 428
RFM formula, 71, 538
Rights, channel conflict and, 436
Risk analysis, 54–55
bearing, 462
in business relationships, 203–4
gain sharing and, 200
Role
channel conflict and, 436
definition of, 154
Roving Nodes, 545
Running costs, 467
Russia’s developing markets, 598, 600
Sales
assistants, 558
budget, 87
calls, multiple, 185
channel, 418
contests, 523
information systems, 70
marketing exchange, hypothetical, 554
metrics, 642
profits and, 337–38
quota, 87
quotas, 558–59
technology, 558
time, efficient use of, 557–58
volume, alternate ways to increase, 315
Sales-effect research, 518–19
Sales force, 553–60
compensation, 556
contractual, 555
direct, 555
inside salespeople, 558
objectives and strategies, 554–55
opinions, composite of, 91
promotion, 519
promotion tools, 522, 523
size, 556
structure, 555
Salesmen, 551
Sales promotion, 478, 491, 519–24
business/sales force promotion tools, selecting, 522, 523
customer promotion tools, selecting, 520
decisions in, 519
definition of, 519
objectives, 519, 520
program, 522–24
trade promotion tools, selecting, 520, 521–22
vs. advertising, 519–20
Sales representatives, 556–60
evaluating, 559–60
motivating, 558–59
positions, 553
productivity of, 557–58
recruiting and selecting, 556–57
training and supervising, 557
See also Sales force
Sales-wave research, 586
Same-company co-branding, 344
Samples, 521
Sample size, 107
Sampling plan, 107
procedure, 107
unit, 107
Satisfaction, definition of, 128
Satisfied sippers, 227
Satisfiers, 161
Savings, 78
Savvy shoppers, 227
Scalloped product life cycle, 311
Scenario analysis, 45
Scientific method, 113
Sealed-bid auctions, 402
Search dynamics, 167–68
Search engine optimization, 542
Search options in interactive marketing, 542
Secondary associations, leveraging
in building brand equity, 252–53
in small business, 294
Secondary beliefs, 79
Secondary data, 100
Secondary groups, 153
Secondary packaging, 346
Secondary service options, 368–69
Second-mover advantage, 312
Second-tier contractors, 187
Security, online, 376
Segment acid test, 231
Segmentation. See Market segmentation
Segmentation, targeting, positioning (STP), 34
Segment attractiveness, 231
Segment identification, 231
Segment positioning, 231
Segment profitability, 231
Segment rivalry, threat of, 232
Selective attention, 162
Selective distortion, 162
Selective distribution, 425
Selective retention, 162
Selective specialization, 234
Self, views of, 78
Self-concept influencing consumer behavior, 156–57
Self-liquidating premium, 521
Self-selection retailer, 448
Self-service retailer, 448
Self-service technologies (SSTs), 375
Seller’s international marketing headquarters, 613
Selling, 462, 554
Sell-in time, 523
Sender in communication process, 480
Sensuality in emotional branding, 291
Servant leadership, service quality and, 372
Service, 355–81
alliances, 51
backup, 423
blueprint, 360
channel, 418
characteristics of, 358–61
complementary, 361
contracts, 377, 405
customer relationship, shifting, 362–65
definition of, 327, 356
delivery of, unsuccessful, 373
dependability, 376
design, service quality and, 372
differentiating, 368–70
dimensions, measuring, 371, 372
equipment-based, 357
expected, 373
facilitating, 377
government sector, 356
guarantees, 360
innovation with, 370
marketing, 5, 365
nature of, 355
offerings, 356–57
options, primary and secondary, 368–70
people-based, 357
perceived, 373
product-support, 375–78
quality, managing, 370–75
quality of, 131–32
as retail channel, 457
sector channels, 421–22
shared, 361
specialist, 309
unsuccessful delivery of, 373–74
value-augmenting, 377
Service-firm-sponsored retailer franchise, 433
Service/quality customers, 422
Service-quality model, 373–74
Services differentiation, 290, 330–32
customer consulting, 331
customer training, 331
delivery, 331
installation, 331
maintenance and repair, 331
ordering ease, 331
returns, 331–32
Services marketing, 365
best practices of top service companies, 366–68
differentiating services, 368–70
efficiency in, 365–66
types of, 365
Servicing, 554
SERVQUAL scale, 374
Setup costs, 467
Shallow-pockets trap, 408
Shared services, 361
Shareholder value, 42, 115, 140, 246, 255–56, 476
Share of advertising expenditures, 519
Share of consumers’ minds and hearts, 519
Share of market, 519
Share of voice, 519
Share of wallet, 141
Share-penetration index, 87
Shifting loyals, 228
Shill marketing, 551
Shipping packaging, 346
Shopper marketing, growth of, 453
Shopping goods, 327
Shopping strips, 459
Short-term memory (STM), 163
Silent Generation, 221–22
Simulated test marketing, 586
Single niching, 309
Single-segment concentration, 234
Situational factors in segmentation, 230
Situation analysis, 54
Situation questions, 560
Six steps in personal selling, 561–62
closing, 561–62
follow-up and maintenance, 562
overcoming objections, 561
preapproach, 561
presentation and demonstration, 561
prospecting and qualifying, 561
Index

Skepticism in marketing research process, 113
Skunkworks, 572
Slotting fee, 460
Small businesses
brand positioning for, 293–94
definition of, 191
opportunities and challenges of, 192
Social channels, 487
Social classes, 153
Social-cultural forecasts, 74
Social factors influencing consumer behavior,
12–14, 153–55
family, 154
reference groups, 153–54
social roles and status, 154, 155
Social issues in advertising campaign, 510
Socially responsible business models, 634
Socially responsible marketing, 629–40
cause-related marketing, 634–38
corporate social responsibility, 630–34
firms of endearment, 630
socially responsible business models, 634
social marketing, 638–40
Social marketing, 638–40
Social media, 546–49
Social media in word of mouth, 546–49
blogs, 547–48
online communities and forums, 546–47
social networks, 548
using, 548–49
Social networks, 254, 255, 548
Social responsibility behavior, 630, 632–33
Social responsibility marketing, 22, 24
Social risk, 171
Social roles/status influencing consumer behavior, 154, 155
Social stratification, 153
Society, views of, 79
Sociocultural environment, 78–80
core cultural values, 79
subcultures, existence of, 80
views, 78–79
Software of success, 53
Solution selling, 200
Solution vendor, 553
Sourcing strategy, 50
South Africa’s developing markets, 598, 601
Spatial convenience, 422–23
Special customer pricing, 405
Special event pricing, 405
Special interest groups, growth of, 84
Specialist buyers, 455
Specialized wholesalers, 462
Specialty advertising, 523
Specialty goods, 327
Specialty-line marketing research firms, 99
Specialty store, 449
Specific-customer specialist, 309
Specific investments, 203–4
Specific marketing research, 100
Speeches, 529
Spiral development process, 573
Split loyals, 228
Sponsorship activities, 526
in marketing public relations, 529
programs, 525
Sponsorship decisions, 525–26
events, choosing, 525
sponsorship activities, measuring, 526
sponsorship programs, designing, 525
Sports marketing, 220
Spot markets, 197
Sprinkler approach, 598
Stage-gate systems, 572–73
Stakeholder-performance scorecard, 116
Stand-alone stores, 459
Standardized marketing program, 606
Standards of service quality, 366
Statistical analysis, 392
Statistical demand analysis, 91
Status, definition of, 154, 155
Stealth marketing, 551
Stealth price increases, 403
Stock-keeping unit, 336
Stockless purchase plans, 201
Storage warehouses, 467
Store activities/experiences as retail channel, 457–58
Store atmosphere as retail channel, 457
Store retailers, 448–49
Store within larger store, 459
Storytelling, 292
Straddle positioning, 283
Straight extension, 608
Straight rebuy, 185
Strategic alliances, 51–52
Strategic blueprint, 574
Strategic business units (SBUs) characteristics of, 41
establishing, 39–42
resources assigned to, 42
Strategic concept, 366
Strategic control, 641, 643–46
marketing audit, 643, 644–45
marketing excellence review, 643, 646
Strategic formulation, 50–52
Porter’s generic strategies and, 51
strategic alliances and, 51–52
Strategic group, 51
Strategic justification, 437
Strategic marketing plan business unit, 47–54
corporate, 37–47
definition of, 36–37
division, 37–47
role of, in customer value, 36–37
Strategic objective and opponent(s), 305–6
Strategic-planning gap, 42
Strategic withdrawal, 304
Strategy, definition of, 51
Street teams, 221
Strengths and weaknesses analysis, 49–50, 52
Strivers, 227
Student ambassadors, 220
Style, 330
Style improvement, 314
Style life cycles, 311
Sub-brand, 260, 261
Subcultures, 356
Subcultural definitions, 153
existence of, 80
Subliminal perception, 162
Subsistence economies, 78
Substantial segments, 231
Substitute products, threat of, 232
SUCCESS, 165
Successive sets in consumer decision making, 167–68
Supermarket, 449
Superordinate goals, 437
Supersegment, 234
Superstore, 449
Supervising sales representatives, 557
Supplier-customer relationship, 184
Supplier-evaluation model, 198
Supplier partnering, 622
Suppliers, number of, 200–201
Supplier search, 196–98
e-procurement, 197–98
lead generation, 198
Supplier selection, 198–201
number of suppliers, 200–201
price pressures, overcoming, 199–200
Supplies, 328
Supply chain, 35
Supply chain management (SCM), 418, 464
Supply-side management, 428
Supply-side method, 526
Support activities in value chain, 34
Surveys of buyer intentions, 91
consumer, 523
direct questions, 199
estimating demand curves, 391
research, 103
Survival, 389
Survival-age distribution, 583
Survivors, 227
Sustainability, 633–34
Swag, 384–85
Sweepstakes, 521
Switchers, 228
SWOT analysis, 48–50
external environment analysis, 48–49
internal environment analysis, 49–50
See also Marketing opportunity
Syndicated-service research firms, 99
Systematic audit, 643
Systems buying, 187
Systems contracting, 187
Systems selling, 187–88
Table of contents, 54
Tactical marketing plan, 37
Tangibility, 327
Tangible good
with accompanying services, 356
pure, 356
service quality and, 372
Target audience, identifying, 482
Target costing, 394
Target groups, 527
Targeting, 554
behavioral, 146
within business center, 192–93
firms, 191–92
See also Market targeting
Target market
definition of, 10, 85
definitions, 39
direct mail, 538
Target-return pricing, 397–98
Teamwork, service quality and, 372
Tech Indifferent, 545
Technical people, 554
support, 558
Technician, 553
Technology, 81, 83–84
change, accelerating pace of, 83
innovation opportunities, 83
in marketing research, 107
R&D budgets, 84
regulation of technological change, 84
in retailing, growing investment, 452
strategy, 50
130 Index
Telemarketers, 558
Telemarketing, 539
Telephone contacts, 108–9
Telephone interviewing, 108
Television ads, 406
Zaltman Metaphor Elicitation Technique (ZMET), 106
Zero-level channel, 420
Zone of tolerance, 374
Index I31

Today Show, The
Time-series analysis, 91
Time risk, 171
Time pricing, 406
Timely word-of-mouth marketing, 492
Top management, 554
Top-management commitment, 366
Total cost of ownership (TCO), 391
Total customer benefit, 125
Total customer cost, 125
Total market potential, 88
Total number of exposures, 511
Total sales, estimating, 583–83
Total set, 167
Trade promotion, 519 tools, 520, 521–22
Trade shows, 523
Trading-up/down/over trend, 218
Traditionalist, 227
Trailer tests, 518
Training, 428
channel partnerships, 428
channel power, 428
procedures, 360
of sales representatives, 557
Trainship, 468
Transfer prices, 612
Transformational appeals, 484–85
Transportation, 462, 468–69
Traveling export sales representatives, 604
Trends in macroenvironment, 74
Trials, 511, 521, 589
Trust, 203
Trustworthiness, 485
Two-level channel, 421
Two-part pricing, 343
Two-way stretch, 340
Tying agreements, 438
Unbundling, 408
Uncertainty avoidance, weak vs. strong, 607
Uncertainty management, 302–3
Uncontrollable returns, 331
Undifferentiated marketing, 233
Unfairness in direct marketing, 540
Unit metrics pathway, 117
Universe, views of, 79
Unsought goods, 327
Unwholesome demand, 8
Up-market stretch, 340
Up-selling, 141
Up-to-date marketing, 492
Usage in behavioral segmentation, 228–29
more, in expanding total market demand, 301–2 rate, 228
User in behavioral segmentation, 228–29
in buying center, 188
decision roles, 227
status, 228
targets, 581
VALS segmentation, 226–27
Value, 10
campaigns, 638
communicating, 27
concepts, applying, 125–26
core, 159
core cultural, 79
creation, 36
delivery, 27, 36
delivery network, 35
delivery process, 33–34
delivery system, 127
exploration, 36
lifestyle and, 157–59
networks, 417–18
pricing, 399–401
proposition, 10, 127
See also Customer-perceived value (CPV)
Value-adds vs. costs of different channels, 426
Value-augmenting services, 377
Value chain customer value and, 34–35
partner, 203–4
Value proposition customer-focused, 276
in economic downturn, 319–20
Variability, 359–60
Variable-amount compensation, 556
Variable costs, 393
Variables in market segmentation, 230–31
Vendor-managed inventory (VMI), 201
Venture teams, 572
Versatility, 496
Vertical coordination, benefits of, 202–3
Vertical hubs, 197
Vertical-level specialist, 309
Vertical marketing systems (VMS), 431–33
administrated, 332
competition in retailing, new, 433
contractual, 433
corporate, 432
Vertical markets, 196
Videos in marketing, 221
Views in sociocultural environment, 78–79
Viral marketing, 549–50
Virtual reality, 580
Visualization, 106
Visual tests on packaging, 348
Voice of the customer (VOC) measurements, 367
Voluntary chain, 450
Waiting and delivery time, 422
Warehousing, 462, 467
Warranties, 349
extended, 377
product, 521
in promotional pricing, 405
Waterfall approach, 598
Webinar, 204, 205
Web sites business-to-business e-commerce, 439
design, 376, 542
interactive marketing communications, 541–42
Weighted number of exposures, 511
Wholesaler-sponsored voluntary chain, 433
Wholesaling, 461–64
definition of, 461
functions of, 462–63
major wholesaler types, 462
trends in, 463–64
vs. retailing, 461–62
Win-backs, 143
With-pack premiums, 521
Word associations, 106
Word of mouth, 546–53
buzz marketing, 549–51, 552
effects, measuring, 552–53
in marketing communications mix, 478, 492
opinion leaders, 551
social media, 546–49
viral marketing, 549–50
Workload approach, 556
World product groups, 616
Write-ups of activity results, 559
Yield pricing, 406
Zaltman Metaphor Elicitation Technique (ZMET), 106
Zero-level channel, 420
Zone of tolerance, 374