## CONTENTS

About the Authors ix

Case Contributors xi

Preface xiii

### Chapter 1. The Marketing Management Process 1

- What Is Marketing? 1
- The Marketing Concept 2
- Marketing Management in the New Millennium 4
- The Effective Marketing Management Process 10
- The Environment of Marketing Management Decisions 21
- Global Orientations to Marketing Decisions 23
- Ethical Orientation to Marketing Decisions 25
- E-Commerce and Marketing Principles 25
- Summary 26

### Chapter 2. Customer Analysis 27

- Introduction to Market Segmentation 27
- Methods of Segmenting Markets 32
- Research-Based Segmentation 33
- Existing Segmentation Systems 37
- Managerial Judgment 42
- Estimating the Potential of Market Segments 50
- Summary 54

### Chapter 3. Competitive Analysis 55

- Purpose of Competitive Analysis 56
- Importance of Understanding Competition 56
- The Nature of Competition 58
- Industry Analysis 63
- Competitor Analysis 68
- The Competitive Marketing Audit 73
- Competitive Strategies and Resources 76
- Exploiting the Company’s Competitive Advantage 78
- Gathering Competitor Intelligence 81
Chapter 4. Financial Analysis for Marketing Decisions

Financial Assessment
Revenue Analysis
Cost Analysis
Profitability Analysis
Methods of Analyzing Risk
Simulation Models
Not-for-Profit Cost Analysis
Summary

Chapter 5. Marketing Planning: Strategic Perspectives

Why Strategic Management?
The Strategic Management Process
Planning Levels
Strategies for Existing Strategic Business Units
Corporate Planning and Marketing Planning
Strategic Planning in Global Organizations
Summary

Chapter 6. Marketing Planning: Operational Perspectives

The Operating Marketing Plan Format
Preparing the Plan and Budget
Target Marketing and Marketing Strategy Development
Product Positioning
Summary

Chapter 7. Implementing Marketing Plans

Internal Marketing Implementation Issues
Implementation Skills
Integrating a Societal Marketing Orientation Throughout the Organization
Total Quality Management
Organizing for Implementation
Transition from Strategy to Tactics
Summary
Chapter 8. Evaluation and Control of Marketing Activities

Integration of Planning and Control 200
Timing of Information Flows 201
Performance Evaluation and Control 202
The Marketing Audit 218
Summary 224

Case 1. Watercrest Park 225

Case 2. Superior Electrical Contractors: Residential Services Division 235

Case 3. Gateway Medical Waste Transport of Colorado 243

Case 4. National Foundations, Inc. 251

Case 5. Mildred’s Caddy 261

Case 6. Jay’s Travel Trailer Park 267

Case 7. The Box Factory, Inc. 277

Case 8. Central Bank: Automatic Teller Machines 283

Case 9. Cell Tech 289

Case 10. The Interfraternity Council 303

Case 11. Jill’s House of Cakes 311

Case 12. Putting the Frosting on Cheerios 319

Case 13. Spencer’s Supermarket 329

Case 14. Lakewood Players 333

Case 15. BCH TeleCommunications 343

Notes 361

Index 367