<table>
<thead>
<tr>
<th>Term</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaker, D.A.</td>
<td>20, 274</td>
</tr>
<tr>
<td>Abell, D.F.</td>
<td>41, 307</td>
</tr>
<tr>
<td>absorptive marketing capabilities</td>
<td>166–8</td>
</tr>
<tr>
<td>accounting in internal marketing</td>
<td>505–6</td>
</tr>
<tr>
<td>achievers</td>
<td>246</td>
</tr>
<tr>
<td>achilles' heels</td>
<td>170</td>
</tr>
<tr>
<td>Achrol, R.</td>
<td>458–9, 463–5, 467, 473, 475, 478, 481</td>
</tr>
<tr>
<td>ACORN</td>
<td>213, 217, 219, 245–6, 253</td>
</tr>
<tr>
<td>action in communication model</td>
<td>355</td>
</tr>
<tr>
<td>adaptive marketing capabilities</td>
<td>168</td>
</tr>
<tr>
<td>additions in new products</td>
<td>378</td>
</tr>
<tr>
<td>Advantage Matrix</td>
<td>89–91</td>
</tr>
<tr>
<td>advertising</td>
<td></td>
</tr>
<tr>
<td>capabilities</td>
<td>165</td>
</tr>
<tr>
<td>as communication tool</td>
<td>356–7</td>
</tr>
<tr>
<td>advertising audience measurement</td>
<td>361</td>
</tr>
<tr>
<td>AEM</td>
<td>84</td>
</tr>
<tr>
<td>affluent materialists</td>
<td>246</td>
</tr>
<tr>
<td>AGB</td>
<td>98</td>
</tr>
<tr>
<td>age and market segmentation</td>
<td>214</td>
</tr>
<tr>
<td>aggressive posture</td>
<td>88–9</td>
</tr>
<tr>
<td>Ahmed, P.K.</td>
<td>150, 151, 152, 166</td>
</tr>
<tr>
<td>Airbus</td>
<td>384</td>
</tr>
<tr>
<td>Aldi</td>
<td>125</td>
</tr>
<tr>
<td>Alexander, L.D.</td>
<td>487, 488</td>
</tr>
<tr>
<td>alienation in internal marketing</td>
<td>493</td>
</tr>
<tr>
<td>alliance-based marketing assets</td>
<td>164</td>
</tr>
<tr>
<td>alliances and positioning</td>
<td>553</td>
</tr>
<tr>
<td>Allied-Domecq</td>
<td>505</td>
</tr>
<tr>
<td>Allison, K.</td>
<td>55–6, 164</td>
</tr>
<tr>
<td>Amazon.com</td>
<td>136, 287, 347, 362, 364</td>
</tr>
<tr>
<td>Ambler, T.</td>
<td>54, 155, 506</td>
</tr>
<tr>
<td>AMD</td>
<td>535</td>
</tr>
<tr>
<td>Amstrad</td>
<td>84, 374, 376</td>
</tr>
<tr>
<td>Anderson, E.W.</td>
<td>20</td>
</tr>
<tr>
<td>Anderson, J.C.</td>
<td>459</td>
</tr>
<tr>
<td>Andreessen, Mark</td>
<td>136</td>
</tr>
<tr>
<td>animatics</td>
<td>258</td>
</tr>
<tr>
<td>Apple Inc.</td>
<td>41, 287, 342, 373, 378, 448, 471, 544</td>
</tr>
<tr>
<td>case study</td>
<td>55–6</td>
</tr>
<tr>
<td>arms-length transaction customers</td>
<td>225</td>
</tr>
<tr>
<td>Armstrong, J.S.</td>
<td>196, 199</td>
</tr>
<tr>
<td>Arthur D, Little and McKinsey</td>
<td>38</td>
</tr>
<tr>
<td>ASDA</td>
<td>45, 99, 171, 517</td>
</tr>
<tr>
<td>assets, positioning on</td>
<td>552–3</td>
</tr>
<tr>
<td>association techniques</td>
<td>258</td>
</tr>
<tr>
<td>assurance in relationship marketing</td>
<td>405</td>
</tr>
<tr>
<td>AT&amp;T</td>
<td>470, 474–5</td>
</tr>
<tr>
<td>attribute profiling</td>
<td>260–1</td>
</tr>
<tr>
<td>automotive industry</td>
<td></td>
</tr>
<tr>
<td>competitor analysis in</td>
<td>119, 124</td>
</tr>
<tr>
<td>environmental pressures on</td>
<td>66–7</td>
</tr>
<tr>
<td>key account management</td>
<td>441</td>
</tr>
<tr>
<td>positioning</td>
<td>558, 565</td>
</tr>
<tr>
<td>strategic alliances in</td>
<td>465–6, 471</td>
</tr>
<tr>
<td>strategic groups in</td>
<td>80–1</td>
</tr>
<tr>
<td>Avis</td>
<td>148</td>
</tr>
<tr>
<td>awareness in communication model</td>
<td>354–5</td>
</tr>
<tr>
<td>Baader</td>
<td>551</td>
</tr>
<tr>
<td>balanced scorecard</td>
<td>73</td>
</tr>
<tr>
<td>Ballantyne (case study)</td>
<td>537–8</td>
</tr>
<tr>
<td>banner advertising</td>
<td>359–60</td>
</tr>
<tr>
<td>Barnardo’s</td>
<td>46</td>
</tr>
<tr>
<td>Barnes &amp; Noble</td>
<td>136</td>
</tr>
<tr>
<td>Barney, J.B.</td>
<td>144, 150, 163</td>
</tr>
<tr>
<td>Barratt Developments</td>
<td>64, 283</td>
</tr>
<tr>
<td>barriers to entry/exit</td>
<td>282</td>
</tr>
<tr>
<td>Baumwoll, J.P.</td>
<td>240, 270</td>
</tr>
<tr>
<td>Behaviour Bank</td>
<td>247</td>
</tr>
<tr>
<td>belongers</td>
<td>246</td>
</tr>
<tr>
<td>Berry, L.L.</td>
<td>402, 403, 404, 405–6, 409, 432, 490</td>
</tr>
<tr>
<td>best-in-class processes</td>
<td>72</td>
</tr>
<tr>
<td>Betty’s Tea Rooms</td>
<td>559–60</td>
</tr>
<tr>
<td>Bezos, J.</td>
<td>339, 347</td>
</tr>
<tr>
<td>bit-based products</td>
<td>345</td>
</tr>
<tr>
<td>Black &amp; Decker</td>
<td>421</td>
</tr>
<tr>
<td>black holes</td>
<td>170</td>
</tr>
<tr>
<td>blocks and bugs in new product development</td>
<td>387–8</td>
</tr>
<tr>
<td>Blue Source</td>
<td>535</td>
</tr>
<tr>
<td>BMW</td>
<td>81, 124, 155–6, 471, 517, 565</td>
</tr>
<tr>
<td>B&amp;O (case study)</td>
<td>296–8</td>
</tr>
<tr>
<td>Boddington’s</td>
<td>565</td>
</tr>
<tr>
<td>Body Shop</td>
<td>285</td>
</tr>
<tr>
<td>Boeing</td>
<td>472</td>
</tr>
<tr>
<td>case study</td>
<td>201</td>
</tr>
</tbody>
</table>
Index

Bombay Company 465
Bonoma, T.V. 226, 234, 490, 492
bootstrapping 196–7, 199
Boss 64
Boston Consulting Group 38, 89, 306
Bowen, D.E. 20, 402
Box-Jenkins method 199
BP 66
B&Q 221
Brady, J. 4, 547
brand development manager 53
brand differentiation 316–18
brand loyalty 223, 225
brand management 51–3
brand sales managers 52
brands as marketing assets 155–7
Branson, Richard 33, 92, 132
breadwinners 37
breakaway positioning strategy 345
Bridgewater, S. 373–4, 384
Brita 551
British Airways 119, 400, 461, 472, 475
case study 512–13
British Gas 119
British Leyland 348
British Steel Corporation 135
British Telecom 449
Broadbent, S. 105, 277
BT 65, 496
build strategies 320–3
confrontation 320–3
managerial skills 332–3
market expansion 320
pioneers and conquerers for 332
BUPA 367
business analysis of new products 384
business buying 195
business environment, changes in 542–5
business market segmentation 226–30
attitudinal characteristics 228–9
background characteristics 226–8
company size 226–7
customer capabilities 227
industry type 226
location 227
product application 228
purchasing organisation 227–8
technology 227
behavioural characteristics 229–30
personal 229
product status and volume 230
business strategy 72
business-to-business customers and CSR 528–9
business-to-business goods, forecasting 194–5
buyer motivation 229
buyer risk perceptions 229
buyer-seller similarity 229
buyers, bargaining power of 77
Buzzell, R.D. 20, 50, 289, 306, 311, 459
bypass strategy 322
Cadbury Schweppes 135, 193, 214, 384
Cadbury Trebor Bassett 470
Calyx & Corolla 460, 464
Campbell Soups 52
Canon 41
Cantor Fitzgerald 527
capabilities, positioning on 552–3
capability profiles
in competitor analysis 129–31
current 290
capacity utilisation 306
Capon, N. 442, 445
Carroll, A.B. 522, 523, 525
Carroll, J.D. 265, 268
cartoon and story completion 258
case studies
Ballantyne 537–8
B&O 296–8
Boeing 201
British Airways 512–13
Emap 141–2
ethnic minority media 270–1
Gillette 391–2
Henley Centre 569–71
Internet Exchange 237–9
iPhone 55–6
Miele 172–5
Nokia 333–4
Pret a Manger 411–13
Proctor & Gamble 113–14
Psion 27–8
Smythson 538
Tyrrells 368–70
Virgin Megastores 92–3
Xerox 452–4
Yahoo and eBay 482–3
cash rebates as promotions 353
Castor, A. 458, 459
category management 22, 60
chaebol 466
chain ratios in forecasting 178–9
Chang, J.J. 265, 268, 485
change, impact of 287
Christensen, C.M. 15, 107
Cisco Systems 366
Clarkson, M.B.E. 19, 523
Club 18–30 243
ClubMed 243
cluster analysis 251
clustering methods 252
Coca-Cola 527
Cockburn, Bill 70–1
coercion in internal marketing 493
Colgate-Palmolive 52
Collis, D.J. 144, 302–3
Colmans 46
comfortable belongers 246
commercialisation 67
of new products 386
commitment in network organisations 473
commoditisation 423
commodity buyers as customers 399
communication
changes in 546
in internal marketing 494–5, 498
and market segmentation 224
communication strategies 354–61
basic model 354–5
cross-functional 388
decisions 356
and internet 358–61
process 354
tools 356–8
company name as marketing asset 154–5
company records 98–100
company strength 292
Compaq 41, 367, 562
competencies, positioning on 552–3
competition, quality of 283
competitive advantage 22
and CSR 518, 532–6
strategies for change 70
see also sustainable competitive advantage
competitive benchmarking 116–18
aspects to benchmark 117
relevant data 117–18
against whom 117
competitive information 136–9
sources 137
competitive intensity 283, 286
competitive one-upmanship 375
competitive positioning 10, 149
creating 46–50
decisions on 26
levels 208
market targets 47–8
and pricing 349–50
principles 207–10
strategies 556–68
customised 566–8
on differentiated benefits 564–6
on innovation 560–3
on price 556–9
on quality 559–60
on service 563–4
competitive positions 65
competitive posture 88–9
competitive strategies
defensive 323–8
divestment 331
harvesting 330–1
niche 328–30
offensive 319–23
competitiveness drivers in industrial competition
77–8
competitor analysis 118–33
capability profiles 129–31
capability resources 129
competitors’ current strategies 123–9
competitors’ objectives 121–3
competitors’ vulnerabilities 132
components 120
future strategies, predicting 131–3
good competitors 133–6
marketing mix 125–6
marketing organisation 126
strategic focus 124–5
target markets 124
targets 120
value chain analysis 126–9
competitor-defined markets 275
competitor information 117
competitor intelligence 139
competitor orientation 9, 12
competitor price levels 349
competitors and CSR 531–2
competitors’ former employees as competitive
information 138
components of strategic alliances 476
concentric network 466–7
concept boards 258
concept testing in forecasting 191–2, 200
confused positioning 210
conjoint analysis 200
conservative posture 88–9
consumer market segmentation 213–26
attitudinal characteristics 221–2
behavioural characteristics 223–6
communication behaviour 224
consumption behaviour 223–4
and marketing mix 224
Index

consumer market segmentation (continued)
  purchase behaviour 223
  relationship-seeking 225
customer characteristics 213–21
  ACORN on 219
  demographic 214–15
  life cycle 217–19
  lifestyle 220–1
  personality 220
  socio-economic 215–17
consumers and CSR 528
consumption and market segmentation 223–4
contraction defence 328
Cook, V.J. 224, 321
Cool, K. 144, 150
copyrights as marketing assets 163
core capabilities 153
core competencies 303, 475
core strategy, establishing 35–46
  expanding the market 44–5
  market analysis 40–2
  market share 45–6
  portfolio planning 38–40
  product portfolio 36–8
  profitability, improving 46
  resource analysis 35–40
SWOT analysis 42
corporate social responsibility (CSR)
  and competitive advantage 518, 532–6
  defensive initiatives 527–32
  initiative drivers 524–7
  and marketing strategy 515–20
  scope of 521–4
    as ethics-driven 523
    as managerial process 523–4
    as social obligation 522–3
    as stakeholder obligation 522
cost leadership 48–9, 304
  achieving 305–8
  and differential advantage 50
cost plus pricing 352
counter-offensive 326–7
country of origin as marketing asset 157–8
Cravens, D.A. 434, 475, 478, 548
Cravens, D.W.
  in changing market environments 71, 72, 78
  on strategic alliances 456, 457, 459, 463, 468, 473, 477, 481
  and twentieth century marketing 543
Cravens, K. 456, 457
creativity in new products 379–80
Crespedes, 486, 488
Crimp, M. 243, 246
critical success factors 42–3
cross-disciplinary orientation 10
cross-functional marketing
  and HRM 504–5
    as internal marketing 503–10
    rationale for 503–4
cross-impact analysis 197–8
Crouch, S. 105, 219, 245, 246
crown jewels 170
cultural blocks in new product development 388
cultural environment 63–7
  and organisations 65–7
Cunard 122
curve fitting 181–3, 199
customer base as marketing asset 162
customer-based marketing assets 154–9
  brands 155–7
  country of origin 157–8
  market domination 158–9
  name and reputation 154–5
  superior goods and services 159
customer-defined markets 275
customer development manager 53
customer diversity 460
customer focus 10, 21–2
customer information 109–12
customer intimacy in value-creation 147
customer-led marketing 14
customer loyalty 447
customer needs 206
customer orientation 9, 11
customer purchasing strategy 444
customer relationship management 168, 364
customer relationship management (CRM) 421
customer relationship marketing 397–402
  building relationships 400–2
  communication 405
  cornerstones of 398
  customer satisfaction 403
  delighted customers 401–2
  evaluation of 405–6
  expectations, meeting 403–5
  loyalty, benefits of 400–1
  and organisational change 547
  relationship ladder 397
  reliability 404, 405
  superior service 402–6
  3 S’s 402
customer relationships in strategic sales capabilities 421–2
customer retention and loyalty 162
customer satisfaction 403
  and internal marketing 492–3
  measuring 406–10
  quality gap analysis 409–10
customer sophistication 422–3
customer value, creating 302

customers
  bargaining power 281
  closeness to 388
  constant change 24–5
  do not buy products 22–3
  information on 95
    current 95–7
    future 97–8
  key, relationships with 554–5
  most valuable 399
  in non-profit organisations 18
  requirements, identifying 25–6
  as stakeholders 17
  customised positioning 566–8
  cycle 180

Daewoo 208–9, 287
Daily Telegraph 70
DaimlerChrysler 470
Dairy Crest 566
Dale-Pack 132
Dana Corp 494
data-oriented decision support systems 111
data sharing to benchmark 118
data warehouses 67, 161
Davis, I. 4, 547
Day, G.S.
  on market environments 71
  on market targets 275, 276
  on organisational resources 146, 150, 151, 168
  on segmentation 205, 260
  on strategic management 10, 14, 15
  on twentieth century marketing 553
De Beers 123
deal-makers 225
dealer display rooms 194
decider customers 96
decision making in sales organisation 428–9
defensive posture 88–9
defensive strategies 323–8
  market maintainance 324
DeFillippi, R.J. 144, 145, 150
delivery lead-time as marketing asset 160–1
Delphi method 196, 199
demand, seasonality of 281
demand forecast 177
demographic change 63
demographic characteristics and market segmentation 214–15
Design For Manufacturing and Assembly (DFMA) 385
desire in communication model 355
developing resources 170–1
developments 37
Dewsnup, B. 506, 507
Dickson, P.R. 167, 549
Dierickx, I. 144, 150
differential advantage 48–50
  and cost leadership 50
differentiated benefits positioning 564–6
differentiated market targeting 294
differentiation 49, 304
  achieving 308–18
  degree of 284
  low 75
  marketing resources and 144–6
  purposes of 275
see also product differentiation
diffusion of innovations 185
digital Equipment 227
dinosaurs, new products as 373
direct channel in customer portfolio 436–7
direct interviews to benchmark 118
Direct Line 5, 119, 375
direct marketing as communication tool 353–8
dirty tricks as competitive information 138–9
disaffected survivors 246
discontinuous marketing 86
distinctive competencies 303
distinctive competencies in marketing strategy 33
distribution as marketing assets 159–60
distribution capabilities 165–6
distribution differentiation 315
distribution in internal marketing 498
distribution strategies 361–3
  channels 361–2
  and internet 362–3
distributor display rooms 194
distributors as stakeholders 18
divestment 331
Dixons 448
dominant customers in SCM 436
  dealing with 438–51
double agents as competitive information 139
doubtful positioning 210
Doyle, P. 547, 548, 555
  on customer management 423
  on innovation 373–4, 384
  on market-led strategic management 4, 16, 17, 20

Index
Index

Doyle, P. (continued)
on marketing mix 349, 351
on marketing planning 54
on twentieth century marketing 547, 548, 555

Drake, S. 484, 485
Drucker, P.F. 8, 37, 421, 541
Dulux 360
Dunlop Tyres 122, 444
DuPont Inc. 535
dynamic capabilities 151–3
dynamic marketing capabilities 166–8
Dyson, James 16, 125, 287, 543, 562

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

forecasting (continued)
subjective methods 199–200
through experimentation 191–5
business-to-business goods 194–5
concept testing 191–2
full test market 193–4
mini-test markets 192–3
pre-test markets 192
through expert opinion 196
through intentions 195–8
buyers’ 195–8
dealer opinions 196
salesforce opinions 195–6
formalised screening new products 382–4
fortification strategies 324–5
Fortune 17
Foster, R.N. 67, 123
fragmented markets 91
franchises as marketing assets 163
Frank, R.E. 212, 216, 295
frontal attack 320–1
full test market in forecasting 193–4, 200
functional approach to innovation 389
functional organization 51
Gale, B.T. 20, 50, 289, 306, 311
Gap Inc. 469
Gates, Bill 68, 119, 524
gender and market segmentation 214
General Electric Corporation 36, 121, 197, 536
General Motors 121, 465–6
Gerstner, L. 457, 552, 564
Gillette (case study) 391–2
Glaxo SmithKline 374, 377, 390
global positioning 71
globalisation 63
of markets 69–70
Godfrey, 515, 522
going rate pricing 352
Gompertz curve and equation 183–4
good competitors, choosing 133–6
goods and services spectrum 395–7
Google.org 524
Grande, C. 237–9, 519
Grant, R.M. 38, 146, 149
Green, P.E. 110, 222, 263, 268, 352
Green, S. 62, 64, 68
Greenpeace 44, 66
grey market 63–4
Grönroos, C. 393, 402, 490
Growth Share Matrix 38
Guardian 20, 31, 99, 156, 360
guerrilla tactics 322–3
Guinness 46
Gummesson, E. 20, 402, 458, 467, 477, 485, 490–1
Haley, R.I. 222, 231, 236
Hamel, G. 553, 561
on organisational resources 147, 148, 149, 169
on strategic alliances 475
on strategic management 14
on strategic planning 32
on twentieth century marketing 553, 561
harvesting strategies 330–1
Harvey, F. 518, 535, 536
Heinz Foods 400
Helfat, C.E. 151, 553
Hellmanns 46
Henley Centre (case study) 569–71
Hewlett-Packard 41, 147, 163, 505
hi-fi market 97
hierarchical clustering 251
hollow network 463–4
Homburg, C. 19, 425, 437, 441
Home Depot 421
Honda 374, 462, 473
Hong Kong Disney 462
Hooley, G.J. 14, 16, 32, 112, 150, 222, 234
Hoover 287, 543
Housden, M. 105, 219, 245, 246
House of Fraser 221
H.R. Challey Group 399, 423, 426, 429, 554
Hrebniak, L.G. 487, 488
Hulbert, J.M. 53, 431, 504
human resource management 504–5
Hunt, S.D. 393, 474
Huntingdon Life Sciences 530
Hutcherson, P. 196, 199
I-am-me group 246
IBM 15, 430–1, 552
in competitor analysis 119, 134
in copier market 326
and CRM 547–8
customer service online 366
Global Service’ 564
in mainframe market 14, 40, 75, 229, 552
and Microsoft 472
in PC market 41, 119
relationship marketing 398
ideas generation in new products 380–1
IMI 440
imitation rate 185
improvements in new products 378
inbound logistics in value chain analysis 127
industries, nature of 60, 177
industry competition, Five Forces Model 73–8
buyers, bargaining power of 77
competitiveness drivers 77–8
market entry 75
rivalry 73–5
substitutes as threat 76
suppliers, bargaining power of 76–7
industry evolution 82–5
influencer customers 95–6
inimitability 303–4
initiator customers 95
Innocent 374
innovation
diffusion of 338–40
and internal marketing 495–6
organisational needs for 388
planned 376–9
innovation positioning 560–3
innovation rate 185
innovative marketing capabilities 168
innovators 223, 339
inside-out competencies 553
inside-outside venture approach to innovation 389
integrated enterprise 71
Intel 378, 448, 535, 544–5
intellectual blocks in new product development 388
intelligence to add value 429–31
interdependence in network organisations 473
interest in communication model 355
interfunctional orientation 9, 10, 12
intermarket network 466–7
intermediaries as competitive information 138
internal market network 465–6
internal marketing 489–510
cross-functional marketing as 503–10
development of 489–90
evaluation of 503
and external partners 510
and finance and accounting 505–6
and HRM 504–5
marketing orientation 501–2
and operation functions 509–10
planning for 501–3
programmes 502
role for 510
and sales integration 506–9
challenges 509
marketing/sales interface 507–8
poor integration 508–9
scope of 491–501
communications 494–5
and external markets 496
innovation management 495–6
service quality 491–4
strategic marketing 496–501
structure of 497–8
internal support marketing assets 161–4
copyrights and patents 163
corporate culture 163–4
cost advantages 161
customer base 162
franchises and licences 163
information systems 161–2
market intelligence 161–2
partnerships 163
production expertise 162–3
 technological skills 162
internationalisation 63
internet 68, 75
and communication strategies 358–61
and distribution strategies 362–3
and market offer 346–8
and pricing strategies 353–4
Internet Exchange (case study) 237–9
internet pioneers 365
internet pragmatists 366–7
interviews to benchmark 118
Iomega 373
iPhone (case study) 55–6
isolated segmentation 211
Iverson, Ann 70
Jackson, T. 147, 273–4
Jaguar Cars 124
James, B.J. 319, 320, 327
Jaworski, B.J. 8, 9
JCB 378
Jobber, D. 506, 507
John Lewis Partnership 17, 20
Johnson, G. 30, 75
Johnson Controls 461
joint ventures 470
Jones, D.T. 462, 510
Jones, E. 422, 426
Jones, T.M. 401, 523
judgemental methods of forecasting 199–200
kaizen 25, 97
Kay, J. 79, 119, 144
keiretsu 466–7
Keller, K.L. 7, 8
Kellogs 46, 153
Kelly grids 265
key account management (KAM) 441
key customers, relationships with 554–5
Khoo, P.C. 319, 326
Kimberley-Clark 470, 550
King, S. 23, 69
Kodak 544, 553
Kohli, A.K. 8, 9
Kotler, P.C.
on competitive advantage 319, 320–1, 330
on corporate social responsibility 515
on market targets 293
on segmentation 207–9, 212
on strategic management 7, 8, 22
on twentieth century marketing 560
Kraft Foods 52, 566
Kramer, M. 514–15, 520–1, 524–5, 527, 529, 532–4
Krones 551
KwikSave 557–8
laggards 340
Laker, Freddie 132
Lambert, D.M. 425, 469, 476, 477
Land-Rover 45, 374, 400
Lane, N. 9, 438, 446
late majority 340
Laura Ashley 69–70
Lawler, E.E. 20, 402
leading indicators 189
leakages as competitive information 138
learning capabilities 167–8
learning effects 306
learning organisation 549–50
legal factors, exposure to 284
Lego 243, 247
Lehmann, D.R. 116, 120, 122, 129
Lever brothers 52, 547
Levi Strauss 49
Levitt, T. 21, 31, 33, 97, 309, 421
licences as marketing assets 163
life cycle and market segmentation 217–19
lifestyle and market segmentation 220–1
lifestyle segmentation 246
Lifestyle Selector 247
lifestyles, changes 65
Lilien, G.L. 111, 256
linkages 306–7
Linx 374
living patterns, changes 65
L.L. Bean 117
Lloyds Bank 87, 134
lobby groups and CSR 529–30
location
in cost leadership 307
and market segmentation 215
Lockheed-Martin 472
Locoza 294–5
logistic model 184
long-term profit focus 9, 12
loss leaders 353
low interest finance as promotions 353
loyal buyers 225
loyalty cards 67–8
Lucozade 378
Lusch, R.F. 335, 393
luxury innovators 225
McDonald’s 65, 377, 462
Mackintosh, J. 441, 443
MacLaurin, Ian 132
macro-environmental analysis 60–1
strategies for change 70–3
Madame Tussaud’s 126
Mahoney, J.T. 144, 149, 549
Maier, J. 243, 248–50, 255, 425
Maignan, I. 515, 516, 521, 522
major accounts in customer portfolio 437–40
managerial segmentation 233
managers
and CSR 530–1
as stakeholders 17
Marconi 449
market attractiveness 292
market boundaries, blurring of 460
market build-up method of forecasting 177–8
market definition 33
process of 274–6
market domination as marketing asset 158–9
market-factor index method of forecasting 179
market management organization 52
market niche strategies 328–30
market offer 336–48
innovation, diffusion of 338–40
internet, impact of 346–8
key concepts 336
product/service criteria 336–7
product/service differentiation 338
market orientation 8–13
assessment 11–13
components 9
definition 8
and superior customer value 550–2
market segmentation 206
bases for 212–13
benefits of 232
in business markets see business market segmentation
in consumer markets see consumer market segmentation
marketing information system (MIS) 109
marketing mix 50–1
in competitor analysis 125–6
extended 363–5
and market segmentation 224
marketing processes 6
marketing research 98–107
company records 98–100
off-the-peg 100–2
process of 107–9
tailor-made 102–7
marketing strategies
and change 71–3
and CSR 515–20
implementation of 26–7
markets and marketing
changes in 68–70, 545–7
constant change 24–5, 274
definitions 6–8
fundamentals of 21–5
globalisation of 69–70
growth rate 286
heterogeneity of 23–4
and industries 275
nature of 60, 177
in network organisations 478
resource-based views 14–16
role of 70, 555–6
size of 286
and stakeholder objectives 19–21
see also internal marketing
Marks & Spencer 18, 145–6, 447, 517, 559
Mars Confectionary 162–3
Marshall, G. 7, 425
mass customisation 72, 147, 460
master brands 71
Matthew Clark 287
Maunder, S. 167, 356
measurable characteristics, segmentation by 211
medium-term demand forecasting 199
Mehta, N.T. 314, 351
Mercedes 378, 384, 470, 565, 566–7
Michelin 122
Microsoft 41, 450, 472, 516, 535, 536, 544–5
middle market in customer portfolio 436–7
Midland Bank 134
Miele (case study) 172–5
mini-test markets in forecasting 192–3
mission formulation 32–4
components of 34
Mitchell, A. 16, 547
mobile defence 327
model-oriented decision support systems 111
Monster, com 464
Mont Blanc 210
Montgomery, C.A. 144, 302–3
Moore, G.A. 338, 340, 561
moral obligation, CSR as 525
Morgan, N.A. 211, 232, 233, 234
Morgan, R.M. 393, 474
Morgan Cars 329
Morita, Akio 167, 341
MOSAIC 245, 246, 253
Motorola 374
multi-ethnicity 65
multi-functional teamwork 388
multi-mode marketing 554
multidimensional positioning analysis 261–7
alternative algorithms 268–9
dimensions of perception 264–6
product positions 263–4
segment locations 266–7
multivariate demand analysis 200
multivariate sales forecasting 190–1, 200
multivariate statistical analysis 189–91
mutually beneficial exchanges 7

Nabisco 52–3
Narus, J.A. 459
Narver, J.C. 9, 20–1, 70, 549–50
Nestlé 161, 360, 375, 529
Netto 125
network organisations
  disengaging from 480–1
  effectiveness 477
  managing 476–8
  marketing in 478
types of 463–7
vigilance in 478–9
networks and positioning 553
new products
  business analysis 384
  business products 374–5
  commercialisation 386
development capabilities 168
development process 379–86
  organising for 387–90
  speeding up 386–7
failure 375–6
forecasting 200
ideation 379–80
market testing 385
planning process 377–9
screening 382–4
strategic role of 379
successful 373–4

Next 64
Nike 64, 316–17
Nixon, Richard 138
Nokia 222, 373
case study 333–4
non-profit organisations
goals of 44
research by 107
stakeholders 18–19
NOP 98
Now 64

O2 167
OASIS 495
off-the-peg research 100–2
primary research 101
secondary desk research 100–1
shared research 101–2
Ohmae, K. 42, 43, 68, 292, 460, 546
Olins, R. 70, 71
Olivetti 150
Omnidata 247
one-to-one marketing 566–8
operational excellence in value-creation
  146
  operational segmentation 233
operations in value chain analysis 127
opportunity network 467
optimistic strivers 246
Orange 167
organisational assets 150
organisational capabilities 150
organisational change 547–9
organisational culture and marketing 8, 9, 13
organisational stakeholders 16–21
  customers 17
  distributors 18
  employees 17
  managers 17
  shareholders 16
  suppliers 18
organizational values 33
O’Shaughnessy, J. 82, 83, 123
ostrich, new products as 373
Otis Elevator 563–4
outbound logistics in value chain analysis 127
outside-in competencies 553
outsourcing 468–9
over-positioning 210
owners in non-profit organisations 18
Oxfam 107
Index

Parasuraman, A.
on competitive advantage 311
on customer management 432
on marketing mix 338
on strategic management 27
on superior service 402, 403–5, 406–7, 409
Parker Pens 31–2
partners
choice of 476
as customers 399
partnerships 469–71
as marketing assets 163
patents as marketing assets 163
pay-per-click 359–60
Payne, A. 20, 71, 393, 397, 402, 554
pearls, new products as 373
perceived value pricing 352
perceptual blocks in new product development 387
personal selling as communication tool 353
personality and market segmentation 220
personality inventories 245
PEST analysis 61
Peters, T. 306, 310, 313, 314, 319
Philip Morris 545–6
Piercy, N.F.
on customer management 424, 432, 438, 446
on internal marketing 486, 488, 492–3, 505
on market environments 66
on market targets 273, 286
on segmentation 211, 225, 232, 233, 234
on strategic alliances 456, 457, 462, 475, 478
on strategic management 9, 20
on superior service 398
on twentieth century marketing 548
PIN 246
planned innovation 376–9
pockets of strength as marketing assets 160
policy choices in cost leadership 307–7
political environment 61–3
political factors, exposure to 284
Porsche 567
Porter, M.
on competitive advantage 301, 304–5, 308
on competitor analysis 126, 128, 132, 133, 136
on corporate social responsibility 514–15, 520–1, 524–5, 527, 529, 532–4
Five Forces Model of industry competition 73–8
on market environments 73, 82
on market targets 273–4, 293
on marketing mix 367
on organisational resources 147
on strategic management 14
on strategic planning 47, 48
portfolio planning 38–40
balancing 39
position defence 324–5
positioning 33, 317
on assets, capabilities and competencies 552–3
qualitative approaches 256–8
quantitative approaches 259–69
attribute profiling 260–1
multidimensional analysis 261–7
see also competitive positioning
positioning capabilities 168
positioning strategies 345–6
Postaid 247
Powell, W.W. 459, 463
power in network organisations 473
Prahalad, C.K. 14, 32, 149, 169, 475, 553, 561
pre-emptive defence 326
pre-launch promotions 360–1
pre-test markets in forecasting 192, 200
Pret a Manger (case study) 411–13
price differentiation 315
price elasticity of demand 350–1
price in internal marketing 497
price positioning 556–9
price-seekers 225
pricing capabilities 166
pricing strategies 348–54
considerations 349–50
and internet 353–4
methods 352–3
promotional pricing 353
Primark 526
primary research 101
Procter & Gamble 14, 51, 52, 121, 126, 327, 421, 439, 450, 462, 564
case study 113–14
product, new see new products
product-customer matrix 275–6
product differentiation 74, 309–15
augmented product 310–11
bases for 313–15
branding 312
core and expected product 310
packaging 312
quality 311–12
service 312–13
product in internal marketing 497
product leadership in value-creation 147
product life cycle 37, 78–9
managing 341–6
product management 51–3
product management capabilities 164–5
product markets networks 72–3
product portfolio 36–8
product push marketing 14
product-use tests 194
production costs 349
production expertise as marketing asset 162–3
Profit Impact of Marketing Strategy (PIMS) 20
profitability, improving 46
project team-functional matrix 389
projective techniques 257
promotion capabilities 165
promotional differentiation 315–16
promotional pricing 353
propaganda as competitive information 137
Psion (case study) 27–8
psychological pricing 353
public relations as communication tool 357
publicity material as competitive information 137
published sources to benchmark 118
published statistical information as competitive information 137
purchaser customers 96
qualitative research 102–4
quality gap analysis 409–10
quality positioning 559–60
Quanta Computer 535
quantitative research 104–7, 108–9
Quinn, J.B.
   on customer management 444, 450
   on innovation 390
   on strategic alliances 458, 459, 463, 473, 475
Rackham, N. 419, 429
radical strategies 5
Ralph Lauren 70
rational strategies 5
R&D and marketing 509
Reed, R. 144, 145, 150
regulation, degree of 285
Reichheld, F. 394, 401
relationship-exploiters and market segmentation 225
relationship marketing 71
relationship-seekers and market segmentation 225
reliability in relationship marketing 404, 405
Renault 565
repositioning 378
reputation and CSR 525
reputation as marketing asset 154–5
resource analysis 35–40
resource-based view of firm 148–53
   current market position 288–9
   dynamic capabilities 151–3
   foundations 149–51
resource portfolios 169–70
responsive CSR 533
responsiveness in relationship marketing 405–6
reverse positioning strategy 345
Richardson Sheffield Ltd, 405–6
Ries, A. 209, 317, 319
Rigby, E. 421, 448
Ring, P.S. 458, 459
Ritzman, L.P. 200
rivalry in industrial competition 73–5
Robinson, S.J.Q. 47, 291
robust strategies 5
Rolls-Royce 132, 471
Rose, Stuart 146
Rosser, Brad 286
Rouzies, D. 506, 508
Rover 473, 565
Rover Group 155–6
Rowe, A.J. 87, 88
Royal Dutch Shell 197, 291
RTZ 84
Ryanair 45, 48, 558
S-curve fitting 183–5
Saga Holidays 243
J. Sainsbury plc 45, 66, 119, 132, 193, 505, 517
sales forecast 177
sales in value chain analysis 127–8
sales integration in internal marketing 506–9
   challenges 509
   marketing/sales interface 507–8
   poor integration 508–9
sales promotions as communication tool 353
Samsung Electronics 561
Sanders, N.R. 200
Saunders, J.A.
   on competitor analysis 138
   on customer management 425, 445
   on forecasting 177
   on segmentation 243, 248–50, 251, 255
scarcity 303
scenario writing 197
Scholes, K. 30, 75
screening new products 382–4
sealed bids 352–3
seasonality 180
second-order segmentation 231
secondary desk research 100–1
Sega 41
segmentation research 240–3
   a priori approaches
      multiple variable segmentation 244–8
      single variable segmentation 243–8
611
Index

segmentation research (continued)
in internal marketing 502
post-hoc/cluster based approaches 248–56
boundary setting 248–50
data analysis 251–4
data collection 250–1
implementation 255
tracking 255–6
validating segments 254–5
see also business and consumer market segmentation
Seiko 48
selling capabilities 165
service development capabilities 168
service in value chain analysis 128
service management capabilities 164–5
service positioning 563–4
services spectrum 395–7
Shapiro, B.P.
on customer management 422, 425, 427, 432–3
on internal marketing 506–7, 509
on segmentation 226, 234
shared research 101–2
shareholders
as stakeholders 16
Sheila’s Wheels 33
Sheth, J.N. 478, 505
Siemens 516
Simon, H. 551–2, 554, 555, 561
simple exponential smoothing 199
Sinclair 84, 375
Singh, R. 319, 320–1
Sinopac 462
Skandia 17
Skoda 124, 558
Slater, S.F. 9, 14, 20, 21, 70, 144, 549–50
sleepers 37, 170
sloths 340
Slywotzky, A. 65, 545
Smythson (case study) 538
Snider, J. 527, 529
successful idealists 246
social acceptability 285
social environment 63–7
and organisations 65–7
societally conscious 246
socio-economic characteristics and market segmentation 215–17
Sock Shop 5
Sony Corporation 41, 341, 376
Southwest Airlines 491–2
SPACE analysis 98–89
spanning competencies 553
special events as promotions 353
specialised markets 90–1
spin-out approach to innovation 389
sponsorship as communication tool 358
Spring Ram Corporation 374
Sprint 544
stakeholder objectives 19–21
stakeholders and CSR 522
stalemate markets 89–90
Standard Chartered Bank 458
Starbucks 53, 517
statistical demand analysis 190
stealth positioning strategy 345–6
Stephens, H. 423, 429
Stern, P. 349, 351
strategic account management (SAM) 440–1
case for 441–2, 450–1
vulnerabilities in 442–9
balance of power 442–3
buyer-seller relationship 443–4
and competition intensity 445
and customer loyalty 447
dependence, risk of 444
key account investment 445
and major customers 446–7
and rate of change 448–9
regulation 449
requirements 445–6
weaknesses 442–3
strategic account partnership 440
strategic accounts in customer portfolio 437–40
strategic alliances 73, 467–9, 470
competing through 475–81
as competitive force 471–2
disenaging from 480–1
facilitators 476
outsourcing 468–9
performance assessment 479–80
priorities 475–6
risks in 472–5
vigilance in 478–9
strategic collaboration 458–9
customer diversity 460
drivers of 459–63, 476
market complexity and risk 460–1
skills and resource gaps 461–2
supply chain management 462–3
market boundaries 460
strategic CSR 533
strategic customer management (SCM) customer perspective 435
dominant portfolio 436–8
dominant customers 436, 438–51
sales alignment 434–5
strategic focus in competitor analysis 124–5
strategic groups 79–82
competitive analysis of 118
strategic intent 32–3
strategic internal marketing 489
strategic management 25–7
strategic marketing
business purpose, defining 31–4
competitive positioning, creating 46–50
control of 53–4
core strategy 35–46
cost leadership 48–9
differential advantage 48–50
implementation 50–4
in internal marketing 496–501
market targets 47–8
marketing mix 50–1
mission formulation 32–4
organization for 51–3
process of 34–5
strategic partners 438–40
strategic sales capabilities 420–4
commoditisation 423
competitive role of 424–7
corporate expenditure 423–4
and customer relationships 421–2
customer sophistication 422–3
organisational evolution in 424–5
shaping sales organisations 426–7
strategic sales organisation 427–34
decision making 428–9
focus, changing 430
infrastructure for 432–4
intelligence 429–31
internal marketing 431–2
strategic segmentation 233
strategy and marketing 8
strategy implementation 487–8
and internal marketing 489–510
obstacles to 488
pitfalls 487
subculture and market segmentation 215
subjective methods of forecasting 199
substitutes as threat 76, 119
substitution, threats of 283–4
Sullivan, M.W. 20
The Sun 154
Sun Microsystems 466
Sun Tzu 140, 272, 319, 326
Sunday Times 99
superior customer value 550–2
superior goods and services as marketing assets 159
SuperProfiles 246
supplier network as marketing asset 161
suppliers
bargaining power of 282
and CSR 530
as stakeholders 18
suppliers, bargaining power of 76–7
supply chain management 462–3
and internal marketing 510
supply chain marketing assets 159–61
delivery lead-time 160–1
distribution control 159–60
distribution network 159
distribution uniqueness 160
pockets of strength 160
security of supply 160–1
supplier network 161
surveillance as competitive information 138
surveys 104
survivors 246
sustainability and CSR 525
sustainable competitive advantage 70, 144, 147, 318–19
brand 319
creating 301–4
credibility 319
customer linkages 319
market targets 318–19
routes to 304
unique and valued products 318
sustainers 246
Swatch 470, 566–7
switching costs
of buyers 77
of suppliers 76
SWOT analysis 42
synergy in internal marketing 493
systematic screening new products 382
T-Mobile 167
tactics and marketing 8
tailor-made research 102–7
qualitative 102–4
quantitative 104–7
tangibles in relationship marketing 405
Tapscott, D. 458, 459
Target Corporation 529–9
taskforce approach to innovation 389
Taylor, A. 470, 480
technical dogs 376
technical fit 151
technological change 72
technological environment 67–8
technological skills as marketing assets 162
Index

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
corporate 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
trend shows 194
Treacy, M. 146, 324
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
Vodafone 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 superior 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