

# Index

## A

Aaker, D.A., 467  
Abbey National, 509  
Abell, D.F., 163, 260, 275, 305–6, 383  
Abrahams, T., 309  
Abratt, R., 226  
Absolut Vodka, 423  
Absorption costing, 113  
ACORN (A Classification of Residential Neighbourhoods), 350, 351  
Activity-based costing (ABC), 125–35  
    data interpretation, 132–5  
Added value, 242, 276  
Adidas, 354  
Aerospatiale, 489  
Aga, 497  
Age of Anxiety, 176  
Age of Consequences, 176  
Age of Discontinuity, 176  
Age of Future Shock, 176  
Age of the Global Village, 176  
Age of Uncertainty, 176  
Ageing children, 245–6  
Ageing populations, 175  
    youthful elderly, 245  
Airbus Industries, 325, 493  
Albrecht, K., 176  
Aldi, 60, 248, 373, 407, 409, 419, 420  
Aluminium:  
    recycling, 284–5  
    substitutes for, 264  
Amazon, 19, 85, 220, 259, 326, 430, 440, 444, 448, 450, 485  
Ambush marketing, 491  
American Marketing Association (AMA), 2, 3  
Amstrad, 407, 488  
Ann Summers, 497  
Ansoff, H.I., 48, 66, 79, 191, 514  
Ansoff's growth vector matrix, 327–8  
    expanded, 329–30  
Apple, 181, 219, 259, 357, 412, 423, 440, 452, 459, 488, 489

Arcadia, 343, 370  
Arthur D. Little, 383, 518  
    strategic condition model, 394–7  
Asda, 24, 407  
Aspirational groups, 204  
Asset- and competency-based marketing (ACM), 99–102  
Assets, 100–1  
Aston Martin, 325  
Atkins Diet, 179  
Atomized marketing, 344  
Audi, 375  
Audit, of environmental influences, 108, 156  
    *See also* Marketing audit  
Avis, 459, 488  
Awesome Purpose, 309

## B

B&Q, 263, 440  
Bad competitors, 282–4  
Baker, Kenneth, 351  
Baker, M.J., 162, 349, 398, 411  
Banana Republic, 362  
Bang and Olufsen, 409, 411, 497  
Barbie doll, 486  
Batchelor, 490  
Bausch & Lomb, 283  
BBC Worldwide, 314–15  
Beecham, 273–4  
Behavioural economics, 216–17  
Behavioural segmentation, 357–61  
    brand enthusiasm, 359–61  
    critical events, 361  
    loyalty status, 359–61  
    user status, 359  
Ben & Jerry's, 371  
Benchmarking, dangers of, 441–2  
Benefit segmentation, 357–8  
Benetton, 209, 363, 410  
Berkowitz, E.N., 288  
Bertelsmann, 477, 493  
Bezos, Jeff, 326

- BHAGs (Big Hairy Audacious Goals), 325–6  
 Bic, 459, 490  
 Biggadike, R., 497  
 Birth rate, 174–5  
 Black & Decker, 341–2  
 Bliss, M., 340  
 BMW, 60, 345, 375, 469, 482, 488  
 Boeing, 325, 407, 493  
 Boiled frog syndrome, 163, 164  
 Bonoma, T.V., 302, 365  
 Boots, 303–4  
 Borders, 423  
 Bose, 411  
 Boston Consulting Group growth–share and growth–gain matrices, 59, 384–91  
 Bottom of the pyramid (BOP), 452–3  
 Bottom-up planning, 382  
 Brady, J., 38  
 Brands, 437  
   brand enthusiasm, 359–61  
   counterfeiting, 440  
   generous brands, 440  
   increasing role of, 437  
   trust brands, 437–40  
 Bratz, 486  
 Breakpoints, 178–81  
 Bridger, D., 217–18  
 British Airways (BA), 15, 159–60, 253, 285, 410, 461, 471, 485, 508  
 British Alcan, 284–5  
 British Rail (BR), 263  
 Brown, S., 21, 22, 23, 38  
 Brownlie, D.T., 21, 168–9, 190, 191, 398–9  
 Bruce, David, 118–19  
 BT Cellnet, 442  
 Burton Group, 370  
 Business objectives, *See Objectives*  
 Business strengths, 393  
   *See also Strengths*  
 Button, K., 287–8  
 Buyer behaviour, 198–202  
   behavioural economics, 216–17  
   buying decision process, 211–17  
     buying benefits, not products, 214  
   buying roles, 211  
   influencing factors, 202–11  
     culture, 202–4  
     perception, 208–11  
     personal influences, 206  
     psychological influences, 206–8  
     social factors, 204–6  
   irrationality, 216–17  
   new consumers, 200–2  
   stimulus–response model, 199–200  
   types of buying behaviour, 212  
   *See also Consumers; Organizational buying behaviour*  
 Buzzell, R.D., 467  
 Bypass attacks, 490–1
- C**  
 Cadbury's, 478  
 Cadillac, 376, 477  
 Cahoot, 509  
 Campbells, 490  
 Candy, 263  
 Cannon, J.T., 81–2  
 Canon, 256, 259, 436, 452, 477, 505  
 Capability, 92–3  
 Capacity, 320  
 Car Supermarket, 186  
 Cardozo, R.N., 365  
 Carlzon, Jan, 19–20, 234  
 Carson, Rachael, 173  
 Cartier, 363  
 Cash-rich, time-poor segment, 247  
 Casio, 500  
 Castlemaine XXXX, 373  
 Category killers, 186  
 Caterpillar, 19, 490  
 Cathay Pacific Airline, 85, 410  
 Cavanagh, R.E., 497  
 Census data, 350, 351–2  
 Centre for Interfirm Comparison, 144  
 Chandler, A.D., 43  
 Chanel, 363  
 Charles Schwab, 493  
 Chartered Institute of Marketing, 1, 3  
 Chevrolet, 361–2, 376  
 Chisnall, P.M., 318  
 Christopher, M.G., 23, 138  
 Chrysler, 309, 434, 460  
 Cialis, 433  
 Cisco, 481  
 Clarke, C., 518  
 Clifford, D.K., 497  
 Clutterbuck, D., 230  
 CNN, 436  
 Coca-Cola, 60, 66, 218, 259, 342–3, 420, 459, 478, 493  
 Coexistence, 271  
 Cognitive School, 46  
 Cohabitation, 174  
 Cold spots, 199

- Collins, J.C., 304, 311, 325–6
- Collins, T.L., 21
- Collusion, 271
- Commuting, 176
- Compaq, 185, 459, 505
- Competencies, 86–7, 100–1
- Competition, 251, 271
  - character of, 275–6
  - hypercompetition emergence, 184–18
    - competing in hypercompetitive markets, 186–7
  - industry perspective of, 261–4
  - levels, 260
  - market perspective of, 264–5
  - monopolistic, 187, 263
- Competitive advantage, 60, 102–4, 413–53
  - behavioural and attitudinal advantages, 422
  - benchmarking dangers, 441–2
  - capitalizing on, 374–6
  - creating entry barriers, 434–5
  - customer service and, 425–8
  - developing a sustainable advantage, 415–23
    - problems of, 429–32
  - e-business and, 442–7
  - erosion of, 436–40
    - third knowledge revolution and, 441
  - experience economy and, 423–4
  - global operations, 420
  - legal advantages, 420
  - leveraging, 451–3
  - low-cost operations, 420
  - making use of the value chain, 102–4, 413–15
  - management advantages, 421–2
  - management paradigms and, 435–6
  - marketing mix advantages, 422
  - offensive attitudes, 420
  - perceived advantage or superiority, 420
  - rebuilding, 448–51
  - scale advantages, 420
  - self-delusion problems, 429
  - sources of, 87
  - staff resource advantages, 422
  - superior assets, 421
  - superior competencies, 420–1
  - superior contacts and relationships, 420
  - superior product or service, 420
- Competitive analysis, 252–8
  - competitive structure, 258
  - See also* Competitor analysis
- Competitive arrogance, 432
- Competitive benchmarking, dangers of, 441–2
- Competitive disadvantage, 433–4
- Competitive domain, 308
  - geographical scope, 308
  - industry scope, 308
  - market segment scope, 308
  - vertical scope, 308
- Competitive environment, 165, 251–2
  - See also* Competitive analysis
- Competitive intelligence system (CIS), 280–4
  - corporate culture and, 287–9
  - ethical issues, 285–7
  - sources of competitive data, 282
- Competitive myopia, 432–3
- Competitive position, 2, 394–7
  - dominant, 396
  - favourable, 397
  - non-viability, 397
  - strong, 396
  - tenable, 397
  - weak, 397
  - See also* Market position
- Competitive relationships, 271
  - evaluation of, 271–6
    - character of competition, 275–6
    - strategic group identification, 272–5
- Competitive sclerosis, 432
- Competitive stance development, 284–9
  - ethical issues, 284–7
- Competitive strategy, 16, 18
  - as a game, 499–501
  - See also* Strategy
- Competitive structure analysis, 258
  - See also* Competitive analysis
- Competitor analysis, 253–8
  - competitive intelligence system (CIS), 280–4
    - corporate culture and, 287–9
    - ethical issues, 285–7
    - sources of competitive data, 282
  - competitive relationship evaluation, 271–6
    - character of competition, 275–6
    - strategic group identification, 272–5
  - competitor identification, 259–65
    - industry perspective, 261–4
    - market perspective, 264–5
  - competitors' objectives, 276–7
  - competitors' response profiles, 256, 257, 277–9
    - influence of product life cycle, 279
    - significance of costs, 278–9
  - competitors' strengths and weaknesses, 265–70
    - competitive product portfolios, 268–9
  - deciding which competitors to attack, 325
  - strategy development and, 279–80
  - See also* Competitive analysis
- Competitor orientation, 3

- Competitors:
- bad competitors, 282–4
  - good competitors, 282–4
  - latent competitors, 260
  - relaxed competitors, 278
  - selective competitors, 278
  - strong competitors, 283
  - tiger competitors, 278
  - unpredictable competitors, 278
  - weak competitors, 283
- Complex environments, 157, 158, 159, 161
- Complexity, 156–7, 159
- Complicated simplicity, 219–20
- Concentrated segmentation, 343
- Configuration School, 46
- Conflict, 271
- Confused positioning, 374
- Consolidated Analysis Centres Inc. (CACI), 351
- Consumers:
- drivers of consumer change, 244–9
    - cash-rich, time-poor segment, 247
    - changing demographics, 245–6
    - changing family relationships, 246–7
    - desire for indulgence, 249
    - emphasis on healthy lifestyles, 249
    - rise of ethical consumerism, 249
    - search for greater value, 248–9
  - inner-directed, 363, 364
  - outer-directed, 363, 364
  - sustenance-driven, 364
  - See also* Buyer behaviour; New consumers
- Contraction defence, 475
- Convergent breakpoints, 179
- Cook, V., 511
- Cooper, A.C., 464
- Cooperation, 271
- Co-operative Bank, 284, 373, 425, 430, 436
- Corporate espionage, 285–7
- Corporate failure, 36
- Corporate objectives, *See* Objectives
- Corruption, organizational buying and, 229
- Cost behaviour, 278–9
- Cost leadership strategy, 404, 406, 407–9
- Cost structure, 278–9
- Costs, 112
  - categories, 113–14
  - direct costs, 121
  - indirect costs, 121
  - reduction, 488
  - segmental costs, 116–17
  - See also* Marketing cost analysis
- Counter-offensive defence, 476–7
- Counterfeit products, 440
- Country of origin effect, 433, 439
- Covent Garden Soup Company, 516
- Cox, W.E., 511
- Cravens, D.W., 16, 416
- Crest, 358
- Critical administrator, 518
- Critical event segmentation (CES), 361
- Cullum, P., 428
- Cultural School, 46
- Culture:
  - cultural change, 176
  - cultural environment, 173–6
  - influence on buyer behaviour, 202–4
  - sub-cultures, 203
- Customer community development, 241–2
- Customer focus, *See* Customer orientation
- Customer loyalty, 425–6
  - customer loyalty chain, 232, 233
  - customer promiscuity significance, 242–3
  - loyalty schemes, 235–9
  - loyalty status, 359–61
  - See also* Relationship marketing
- Customer orientation, 3
  - left- and right-handed organizations, 18–20
  - market leadership and, 479–81
  - moving beyond customer-led, 482
- Customer profitability analysis (CPA), 121–5
- Customer relationship marketing, *See* Relationship marketing
- Customer service:
  - competitive advantage and, 425–8
  - improvements, 488
  - service superiority, 420
  - stupid company and, 428
  - See also* Customer orientation
- Customized marketing, 344
- D**
- D'Aveni, R.A., 184–5
- Davidson, J.H., 100–2, 271, 419–21
- Davies, I., 38
- Day, G.S., 5, 193, 400–1, 500
- De Kare-Silver, M., 36, 57–60
- Dearlove, D., 230
- Decision-making, 7, 9
  - buying decision process, 211–17
  - organizational buying, 222–3
- Decision-making unit (DMU), 224
- Deliberate strategies, 47
- Dell, 27, 185, 435, 448, 451, 459, 481

- Delphic forecasting, 160
- Demand life cycle, 513–14
- Demographic changes, 24, 173–6, 245–6
- ageing children, 245–6
  - ageing population, 24
  - birth rate, 174–5
  - family structure, 246–7
  - youthful elderly, 245
- Demographic segmentation, 352–7
- family life cycle, 352–4
  - income and occupation, 354–5
  - NS-SEC, 355–7
  - psychological life cycle, 354
  - sex, 357
- Denison, T., 235
- Design School, 45
- Dichter, Ernest, 207
- Diffenbach, J., 167, 192
- Differentiation strategy, 404, 406, 409–11
- Digital Equipment Corporation, 481
- Direct costs, 121
- Direct Line, 436, 505
- Directional policy matrix (DPM), 394, 400
- Disney, 60, 175, 219, 410, 423, 424, 436
- Disneyland, 326, 420
- Dissociative groups, 204
- Distribution channels:
- changes in, 263
  - innovation, 488
- Divergent breakpoints, 179
- Diversification, 471
- DNA profiling, 53
- Dolan, R.J., 483
- Dolby, 409
- Douglas, 325
- Doyle, P., 18, 19, 33, 183
- Dromgoole, A., 66
- Drucker, Peter F., 2, 4, 43, 162, 176, 300, 319, 383, 384, 514
- Du Pont, 458
- Duracell, 372
- Dynamic environments, 158, 160
- Dynamism, 156
- Dyson, 15, 159, 253, 325, 471–5, 486, 492–3, 516
- E**
- E-business:
- competitive advantage and, 442–7
  - consumer segments and, 447
- Early Learning Centre, 352
- Eastman Kodak, *See* Kodak
- easyJet, 15, 253, 305, 309, 373, 407, 410, 416–19, 436, 482, 485, 493
- eBay, 450, 451
- Economic efficiency, 137
- Economic environment, 172
- Edwards, P., 438–9
- Effectiveness, 12–13
- See also* Marketing effectiveness
- Efficiency, 12–13
- economic efficiency, 137
  - technical efficiency, 137
- Electrolux, 253, 263, 471–2
- Electronic marketing, 34
- Ellison, Harry, 289
- Emergent strategies, 47
- Emirates Airline, 85, 410, 425
- Encirclement attacks, 490
- Entrepreneurial School, 45
- Entry barriers, 434–5
- Environment, *See* Competitive environment; Marketing environment
- Environmental issues, 25–6, 172–3
- Environmental scanning, 168, 189–94
- filtration process, 191–2
  - mentality filter, 191
  - power filter, 192
  - surveillance filter, 191
  - formal, 190
  - See also* Marketing environment
- Environmental School, 46
- Environmental variables, 80
- Ethical consumerism, 249
- Ethical issues, 284–5
- market intelligence and, 285–7
- Evans, F.B., 362
- Experience economy, 423–4
- Experience marketing, 423–4
- External audit, 80
- Extra value proposition (EVP), 242
- development of, 448–51
- F**
- Family:
- changing family relationships, 246–7
  - influence on buyer behaviour, 205
- Family life cycle (FLC), 352–4
- Faris, C.W., 222
- Federal Express, 485
- Ferrari, 497
- Festinger, L., 227
- Fifield, P., 48, 184, 370, 447
- First Direct, 60, 185, 186, 420, 448, 510

First Group, 263  
 Fisk, P., 28, 29  
 Flank attacks, 489–90  
 Flanking defence, 325, 471  
 Flodhammer, A., 365  
 Focus strategy, 404, 406, 411–12  
 Forbes, Malcolm, 261  
 Ford, 66, 325, 341, 361–2, 434, 451, 460  
 Ford, R., 355  
 4Cs (A Cross-Cultural Consumer Characterization),  
     363–5  
 Four Ps of marketing, 5  
 Four Seasons, 30, 323  
 Foxall, G., 216  
 Freedman, A., 27, 68  
 French Connection UK, 209  
 Freud, Sigmund, 207  
 Frontal attacks, 487–9  
 Fruhan, W.E., 483  
 FUD marketing, 476  
 Fuji, 459, 488  
 Functional audit, 104–5  
 Functional cost groups, 116  
 Future Foundation, 356  
 Fuzzy clustering, 356

## G

Galbraith, J.K., 176, 207  
 Gale, B.T., 426  
 Gap, 362, 375, 410  
 Gatekeeper role, 224, 226  
 Gates, Bill, 509  
 Gateway, 510  
 General Electric, 323, 326  
     multifactor portfolio model, 392–934  
 General Motors, 66, 171, 187, 376, 434, 460, 481  
 Generous brands, 440  
 Geodemographic segmentation, 350–2  
 Geographic segmentation, 349–50  
 Geroski, P., 434  
 Gestetner, 259, 488  
 Giles, W., 56  
 Gillette, 459, 490  
 Gilligan, C.T., 370  
 Gilmore, J., 432  
 Globalization, competitive advantage and, 420  
 Go!, 15, 419  
 Goals down/plans up, 382  
 Godin, S., 411  
 Golden Wonder, 471  
 Good competitors, 282–4

Grand Met, 461  
 Grashof, J.F., 81  
 Greenley, G.E., 16  
 Group households, 174  
 Gubar, G., 353  
 Gucci, 363  
 Guerrilla attacks, 491–2  
 Gummesson, E., 21

## H

Häagen-Dazs, 179, 371, 377, 505  
 Haji-loannou, Stelios, 417–19, 482  
 Hakansson, H., 228, 244  
 Haley, Russell J., 346, 358  
 Hamel, Gary, 28, 36, 48, 165, 182, 239, 242, 435,  
     481, 503–5  
 Hamel-Smith, N., 515–16  
 Hammermesh, R.G., 464  
 Hammond, J.S., 163, 260, 275  
 Handy, Charles, 163, 165  
 Harley Davidson, 260, 261, 345, 371, 436  
 Harvey-Jones, Sir John, 299  
 Haspelagh, P., 401  
 Healthy lifestyles, emphasis on, 249  
 Heinz, 490  
 Henderson, Bruce, 48  
 Hertz, 459, 488  
 Herzberg, F., 208  
 Heskett, J.L., 241  
 Hewlett-Packard, 489  
 High spending, 485  
 Hill, R.W., 224–5  
 Hill, S., 184  
 Hinckley, L.C., 399–400  
 Hitachi, 288  
 Hofer, C.W., 10  
 Hohner, 498  
 Hollingworth, Crawford, 242  
 Honda, 336, 345, 371, 458, 460, 478, 490  
 Honeywell, 489  
 Hooley, G.J., 21, 22, 503  
 Hoover, 15, 159, 253, 263, 325, 471–2, 508  
 Hot spots, 199  
 Hotpoint, 263  
 Hunter, V.L., 241  
 Hypercompetition emergence, 184–6  
     competing in hypercompetitive markets, 186–7

## I

IBM, 185, 326, 366, 407, 459, 481, 489, 500  
 ICI, 330

Ikea, 27, 85, 408, 411  
 IMP (International Marketing and Purchasing of Industrial Goods), 228  
 Income segmentation, 354–5  
 Indesit, 263  
 Indirect costs, 121  
 Indulgence, desire for, 249  
 Industrial buying behaviour, *See* Organizational buying behaviour  
 Industrial espionage, 285–7  
 Industrial market segmentation approaches, 365–7  
 Industry attractiveness, 393  
 Industry breakpoints, 178–81  
   convergent breakpoints, 179  
   divergent breakpoints, 179  
 Industry maturity, 397  
 Information sources, 213  
 Innocent, 440  
 Innovation, 495  
   distribution innovation, 488  
   product innovation, 488  
   value innovation, 452  
 Intel, 185, 477  
 Interest groups, 13–14  
 Internal audit, 80  
 Internal marketing, 312  
 Internet, 219, 221  
 Internet marketing, 25  
   competitive advantage and, 442–8  
 Isuzu, 460  
 Ivester, Douglas, 509

## J

Jackson, K.F., 300  
 Jacobson, R., 467  
 Jaguar, 375  
 Jaworski, B.J., 22  
 J.C. Bamford, 304  
 JetBlue, 411  
 JICNARS classification, 354–5, 356  
 Jobber, D., 2  
 Johnson & Johnson, 174  
 Johnson, G., 9, 43, 304, 316  
 Johnson, H.G., 365  
 Johnson, R., 288  
 Jupiter Communications, 492

## K

Kakabadse, A., 312–14  
 Kanter, R.M., 182  
 Kanuk, L.L., 203

Kashani, K., 25  
 Keller, K.L., 2  
 Kellogg's, 175, 218, 323, 358, 373, 438  
 Kim, W.C., 451, 452  
 Klein, Naomi, 491–2  
 KLM, 15, 471, 485  
 Knorr, 490  
 Kodak, 179, 254–6, 459, 460, 481, 488, 506–7  
 Kohli, A.K., 22  
 Komatsu, 490  
 Kotler, P., 2, 177, 398, 495  
 Kraft Foods, 260, 283  
 Kumar, V., 237  
 Kwik Save, 408–9, 419

## L

Lacoste, 410  
 Lafley, A.G., 30  
 Laker, Freddie, 476–7  
 Land Rover, 370, 412, 469–70  
 Land's End, 506  
 Larréché, J.C., 515–16  
 Latent competitors, 260  
 Laura Ashley, 412  
 Law of marketing gravity, 508–9  
 Learning School, 46  
 Learning to forget, 28  
 Lederer, C., 184  
 Left-handed organizations, 18–20  
 Legal environment, 170–2  
 Legislative framework, 170–1  
 Lego, 352, 423, 424  
 Levi's, 218, 412, 413, 448  
 Levitra, 433  
 Levitt, Theodore, 189, 265, 382, 470, 495  
 Lewis, D., 217–18  
 Lexus, 309, 420, 481  
 Liddell-Hart, Basil, 456, 469, 487  
 Lidl, 407  
 Lifestyle segmentation, 361–5  
   Taylor Nelson's Monitor, 363–5  
   VALS framework, 362–3  
   Young and Rubicam's 4Cs, 363–5  
 Littlewoods, 506  
 Lutz, Bob, 434  
 Loctite, 498  
 Loudon, A., 477, 478  
 Loyalty schemes, 235–9  
   *See also* Customer loyalty; Relationship marketing  
 Lucozade, 274, 343, 358  
 Lufthansa, 15, 471, 485

Lusch, R.F., 2

Lynch, J.E., 22

## M

McCabe, Pearse, 440

McClelland, D.C., 223

McColl-Kennedy, J.R., 400

McDonald, M.H.B., 2, 55, 68, 78, 214, 298, 302,  
399–400, 429, 448

McDonald's, 94, 221, 420

McGonagle, J.J., 288

McKay, E.S., 321

Macleans, 358

MacLennan, Nigel, 309

MacLuhan, Marshall, 176

Macro-environment, 161

Makita, 409

Management, 6–8

changing managerial paradigms, 435

competitive advantage and, 421–2

Managing in mature markets, 515–17

Market attractiveness–business position assessment,  
392–8

General Electric multifactor portfolio model, 392–4

Market boundaries, 468

Market Commitment model, 60

Market coverage, 369–72

full market coverage, 370

market niching and focusing, 371–2

market specialization, 370

product specialization, 370

selective specialization, 370

single segment concentration, 369

Market development, 488

Market domination, 187–9

Market expansion, 457–8

Market intelligence:

corporate culture and, 287–9

ethical issues, 285–7

*See also* Competitive intelligence system (CIS)

Market niching, 371–2

Market position:

defence of, 459–60, 469–70

influence on strategy, 325, 455–7

market challengers and followers, 456, 483

*See also* Strategies for market challengers;

Strategies for market followers

market leaders, 456

rise and fall of, 481–2

*See also* Strategies for market leaders

market nichers, 456

supernichers, 497–8

*See also* Strategies for market nichers

*See also* Competitive position

Market redefinition, 485

Market segmentation, 294, 339–40

approaches to, 344–6, 347–8

*a priori* approach, 345

*post hoc* approach, 345–6

bases for, 348–9

behavioural segmentation, 357–61

brand enthusiasm, 359–61

critical events, 361

loyalty status, 359–61

user status, 359

concentrated segmentation, 343

demographic segmentation, 352–7

family life cycle, 352–4

income and occupation, 354–5

NS-SEC, 355–7

psychological life cycle, 354

sex, 357

factors affecting feasibility of, 346–7

geodemographic segmentation, 350–2

geographic segmentation, 349–50

industrial market segmentation, 365–7

market targeting, 367–9

multiple segmentation, 343–4

nature and purpose of, 341–4

development of segments over time, 344

undifferentiated, differentiated and concentrated

marketing, 341–2

psychographic and lifestyle segmentation, 361–5

Taylor Nelson's Monitor, 363–5

VALS framework, 362–3

Young and Rubicam's 4Cs, 363–5

*See also* Market coverage

Market share:

defence of, 459–60

expansion of, 460

PIMS study, 460–7

Market specialization, 370

Market targeting, 367–9

Market variables, 80

Marketing:

acceptance, 22–3

changing emphases, 32–3

definitions of, 1–3

redefining, 24–32

mid-life crisis, 21–3

nature of, 1–6

neo-marketing approach, 37–8

shift of focus, 33–6

Marketing arrogance, 509



- Marketing audit, 77–8, 104–8, 109
  - auditing process, 107–8
  - components of, 108
  - comprehensive auditing, 104–5
  - definitions, 78–9
  - external audit, 80
  - independent auditing, 105–6
  - internal audit, 80
  - reasons for, 106–7
  - regular auditing, 106
  - stages, 81–4
  - structure and focus, 80–1
  - systematic auditing, 105
  - use of results, 108
- Marketing contribution, 121
- Marketing cost analysis, 114–18
  - segmental analysis, 119–35
  - variable costing, 121
  - See also* C\_Hlt224045145ost
- Marketing effectiveness:
  - dimensions of, 15–16
  - review, 84–5
- Marketing environment:
  - analysis of, 155–61
    - approaches to, 155–6, 189–94
    - audit of environmental influences, 108, 156
    - continuous monitoring, 168
    - environment types, 157–9
    - evolution of environmental analysis, 167–9
    - static, dynamic and complex environments, 160–1
    - See also* Environmental scanning
  - changing environment, 153–5, 162–3
    - implications of, 159–60, 182–9
    - responding to, 166–7
  - demographic environment, 173–6
  - economic environment, 172
  - future changes, 183–4
    - hypercompetition emergence, 184–6
    - market domination, 187–9
  - nature of, 161–7
    - new marketing environment, 165–6
    - strategic windows, 163–4
  - physical environment, 172–3
  - political environment, 170–2
  - social environment, 173–6
  - technological environment, 176–8
- Marketing experimentation, 135–6
- Marketing functions audit, 108
- Marketing gravity, law of, 508–9
- Marketing hubris, 509
- Marketing information system (MkIS), 85
- Marketing mix, 5–6
  - competitive advantage and, 422
  - relationship marketing and, 233–5
- Marketing myopia, 508–9
  - relationship marketing myopia, 239–41
- Marketing objectives, 326–9
- Marketing organization audit, 108
- Marketing plan, 8
  - implementation, 66–9
  - structure, 60, 61–3
  - testing and evaluation, 64–6
- Marketing planning, 297–9
  - benefits of, 54–5
  - commitment and support, 58
  - implementation, 302, 303
  - management of, 57
  - mindset significance, 63–4
  - new consumer implications for, 217–21
    - complicated simplicity, 219–20
    - new radicalism, 221
    - super-powered consumers, 220–1
  - problems of, 55–6, 302
  - strategic planning relationship, 16–17
  - See also* Planning; Strategic marketing planning
- Marketing productivity audit, 108
- Marketing silliness, 509
- Marketing strategy, 49–53, 295
  - audit, 108
  - market evolution influence on, 513–15
  - product evolution influence on, 510–13
  - search for future competitiveness, 501–6
  - See also* Strategy
- Marketing systems audit, 108
- Marks & Spencer, 14, 218, 409, 410, 412, 432, 508, 509
- Marlboro, 60, 420
- Marriott Hotels, 60
- Mars, 179, 272, 323
- Marshallian model of motivation, 206–7, 216
- Martilla, J.C., 225–6
- Martin, R., 30
- Maslow, A.E., 208
- Maslow's hierarchy of needs, 208
- Mass marketing, 341
- Massenet, Natalie, 444
- Mattel, 486, 492
- Mature markets, managing in, 515–17
- Mauborgne, R., 451, 452
- Maximum sustainable growth, 391
- Mazda, 460
- Mazur, L., 236, 508–9
- Me-too strategy, 495

Mentality filter, 191  
 Mercedes-Benz, 60, 97, 98, 345, 370, 375, 409, 469, 477, 482, 488  
 Merck, 66  
 Merriden, A., 63  
 Michelin, 489  
 Micro-environment, 161  
 Microsoft, 185, 289, 354, 409, 410  
 Miles, R.E., 157  
 Minolta, 256, 459  
 Mintzberg, H., 42–7, 48, 66, 333–4  
 Mission statement, 293, 303–14  
   characteristics of good mission statements, 305–6  
   danger of bland mission statements, 309  
   influences on, 306–7  
   modification over time, 306  
   starting point, 308–9  
 Missions, 112  
   corporate mission establishment, 303–14  
     *See also* Mission statement  
   need for communication, 310–12  
 Mitchell, Arnold, 362, 451  
 Mitsubishi, 436, 460, 470  
 Mobile defence, 470–1  
 Mobility barriers, 435  
 Monopolistic competition, 187, 263  
 Monopoly, 263  
 Morgan, 368, 412, 456  
 Morgan, Adam, 492–4  
 Morgan, N., 67, 69  
 Morita, Akio, 479  
 MOSAIC, 352  
 MOST (Mission, Objectives, Strategy, Tactics), 304  
 Mothercare, 372  
 Motivation theories, 206–8  
 Multiple segmentation, 343–4

## N

Napster, 477, 493  
 Narver, J.C., 22  
 National Express, 263, 488  
 Nattermann, P., 441–2  
 Neilson, G.L., 53  
 Neo-marketing approach, 37–8  
 Nestlé, 179, 260, 283, 438  
 Net-A-Porter, 444  
 Netto, 248, 373, 407, 409, 419, 420  
 Neugarten, B., 354  
 New consumers, 200–2  
   emergence of, 201  
   implications for marketing planning, 217–21

  complicated simplicity, 219–20  
   new radicalism, 221  
   super-powered consumers, 220–1  
 New radicalism, 221  
 Newell, Frederick, 240–1  
 Next, 370, 506  
 Niche marketing, 371–2  
 Nike, 27, 221, 410, 423  
 Nikon, 459  
*No Logo*, 491–2  
 Nokia, 441, 452  
 Nordström, K., 26, 27, 441  
 Northwest Airlines, 477  
 NS-SEC (National Statistics Socio-Economic Classification), 355–7

## O

Objectives, 294  
   competitors' objectives, 276–7, 322–4  
   influences on, 316–17  
   marketing objectives, 326–9  
   nature of corporate objectives, 320–2  
   offensive corporate objectives development, 324–5  
   primary and secondary objectives, 318–19  
   rethinking business objectives, 319  
   setting, 297–300, 317–32  
   SMART objectives, 318  
   time horizons and, 319–20  
   truly ambitious objectives, 325–6  
 O'Brien, S., 355  
 Observable data, 282  
 Occupation-based segmentation, 354–5  
 Oddbins, 440  
 Ohmae, Kenichi, 63, 64, 280  
 Oil crisis, 162–3, 345  
 O'Leary, Michael, 482  
 Oligopoly, 263  
 Olympic goal, 50, 51  
 One-person households, 173–4  
 Operational variables, 80  
 Operations gap, 330  
 Opinion leaders, 204–5  
 Opportunistic data, 282  
 Opportunities, 85–8  
 Opportunity cost, 115  
 OPQ Ltd, 144–7  
 Oracle, 289  
 Orange, 440, 442, 493  
 Organizational buying behaviour, 221–9  
   corruption issues, 229  
   decision making, 226–9

- influences on industrial buyers, 225–6
  - models of, 226–8
  - responsibility for, 223–5
  - types of buying decision, 222–3
    - modified rebuy, 223
    - new task, 223
    - straight rebuy, 223
  - See also* Buyer behaviour
  - Organizational death, 187
  - Organizational DNA, 53
  - Ormerod, P., 36
  - Ouchi, W., 304
  - Over-positioning, 375
  - Overall cost leadership, *See* Cost leadership strategy
- P**
- Packaging, 439
  - Packard, V., 207
  - Panasonic, 345
  - Parasuraman, A., 427
  - Pareto's Law, 235
  - Pascale, Richard, 460, 461, 481, 494
  - Pascha, 175
  - Pasternack, B.A., 53
  - Patek Phillipe, 372
  - PC World, 263
  - Penguin, 260
  - Pentax, 459, 505
  - People Express, 485
  - Pepsi Cola, 259, 459, 478
  - Perceptions, influence on buyer behaviour, 208–11
  - Performance–importance matrix, 89–90
  - Permission marketing, 445
  - Persistence, 439
  - Personal influences on buyer behaviour, 206
  - PEST (Political, Economic, Social and Technological) framework, 156, 157, 169, 294
  - Peters, T.J., 165, 302, 461
  - Pfizer, 433
  - Philip Morris, 326
  - Physical environment, 172–3
  - Piercy, N.E., 21, 54, 67, 68, 69, 94–5, 239–40, 309
  - Pilkington, 358, 420
  - PIMS (Profit Impact of Market Strategy) database, 147–50
    - market share study, 460–7
  - Pine, B.S., 423
  - Pizza Hut, 492
  - Planning, 42
    - lost art of, 57–60
    - purpose of, 300–2
    - three dimensions of, 54–6
  - See also* Marketing planning; Strategic marketing planning; Strategic planning
  - Planning School, 45
  - Polaroid, 459, 488, 506
  - Political environment, 170–2
  - Polli, R., 511
  - Polyglotting, 357
  - Popcorn, Faith, 182, 366–7
  - Population growth, 174
  - Porras, J.I., 304, 311, 325–6
  - Porsche, 345, 375, 412, 482, 497
  - Portability, 439
  - Porter, Michael, 59, 103–4, 169, 258, 283, 295, 368, 404–15, 464, 483–5
  - Portfolio analysis, 268–9, 294–5
    - Abell and Hammond's 3x3 chart, 394
    - Arthur D. Little (ADL) strategic condition model, 394–7
    - Boston Consulting Group matrices:
      - growth–share and growth–gain matrices, 59, 384–91
      - competitor product portfolios, 268–9
      - criticisms of, 398–401
      - initial assessment, 391
      - market attractiveness and business position assessment, 392–8
        - General Electric multifactor portfolio model, 392–4
      - pitfalls of, 388–91
      - Shell directional policy matrix (DPM), 394, 400
    - Portland Spring, 411
    - Positioning, 372–4
      - errors, 374–5
      - See also* Competitive position; Market position; Product positioning
  - Positioning School, 45
  - Post Office, 14
  - Pound, E.T., 288
  - Power filter, 192
  - Power School, 46
  - Prahalad, C.K., 28, 36, 165, 182, 435, 450, 452, 481, 503–5
  - Praise, 439
  - Pratt, S., 518
  - Pre-emptive defence, 475–6
  - Price discounting, 488
  - Primark, 451
  - Primary activities, 103–4, 415
  - Primary membership groups, 204
  - Primary objectives, 318–19
  - Proactive firms, 324–5

- Procter & Gamble (P&G), 30, 288, 323, 377, 420, 459, 476, 477
- Product innovation, 488
- Product life cycle (PLC), 11, 512, 513
- competition and, 279
  - influence on strategy, 510–13
  - managerial style and, 517–18
- Product portfolio, *See* Portfolio analysis
- Product positioning, 372–7
- capitalizing on competitive advantage, 374–6
  - potential pitfalls of weak positioning, 376–7
  - repositioning strategies, 377
- Product proliferation, 488
- Product specialization, 370
- Product superiority, 420
- Productivity, 136–8
- index, 138
- Projects, 111–12
- Provenance, 439
- Psychographic segmentation, 361–5
- Taylor Nelson's Monitor, 363–5
  - VALS framework, 362–3
  - Young and Rubicam's 4Cs, 363–5
- Psychological influences on buyer behaviour, 206–8
- Psychological life cycle, 354
- Publicis, 219
- Q**
- Qatar Airways, 425
- Quiksilver, 373
- R**
- Rainforest Café, 423, 424
- Ramaswamy, V., 450
- Random walk marketing, 517
- Rapp, S., 21
- Ratios, 138–41
- analysis, 142–3
  - interfirm comparison, 144–7
  - ratio pyramids, 137, 141, 142
  - return on capital employed (ROCE), 148
  - return on investment (ROI), 139–40, 142–3
  - return on sales (ROS), 148
  - tertiary ratios, 140
- Reactive firms, 324
- Reconfiguration, 485
- Recorded data, 282
- Red Bull, 259, 343, 358, 478–9, 493
- Red Hat, 30
- Reebok, 354
- Reicheld, F., 237, 238
- Reid, D.M., 399–400
- Reinartz, W., 237
- Relationship marketing, 229–43
- customer community development, 241–2
  - customer promiscuity significance, 242–3
  - loyalty marketing, 235–9
  - marketing mix and, 233–5
  - relationship building, 235–9
  - relationship marketing myopia, 239–41
  - relationship strategy development, 231–3
- Relaxed competitors, 278
- Reliance, 453
- Renault Espace, 358, 482
- Repositioning strategies, 377
- Resnik, A.J., 340
- Return on capital employed (ROCE), 148
- Return on investment (ROI), 139–40, 142–3
- Return on sales (ROS), 148
- Reuters, 477
- Richards, M.D., 304
- Richardson, R., 44
- Richardson, W., 44
- Ridderstrale, J., 26, 27, 441
- Ries, A., 26, 374
- Riesman, D., 361
- Rifkin, S., 410
- Right-handed organizations, 18–20
- Right-side-up organizations, 19
- Risk Advisory Group, 289
- Ritson, M., 376
- Ritz-Carlton, 409
- Roach, J.D.C., 464
- Robinson, P.J., 222, 226, 244
- Roddick, Anita, 305, 319, 492
- Rolux, 363
- Rose, David, 355
- Rose, Stuart, 432
- Rothschild, W.E., 277, 322
- RSPCA, 209
- Ryanair, 15, 160, 253, 309, 373, 407, 416, 482, 485, 493
- S**
- Safeway, 442, 489
- Sainsbury, 24, 263, 373, 409, 442, 489, 493
- Salancik, G.R., 171
- Samsung, 256, 420
- Saren, M.A., 21
- Satisficing, 323
- Saunders, J.A., 21, 22, 407, 470, 495, 503
- Scandinavian Airlines (SAS), 19, 234
- Schendel, D.E., 10

- Schiffman, L.G., 203  
 Scholes, H.K., 43  
 Scholes, K.A., 304, 316  
 Scion, 481  
 Seat, 325  
 Secondary membership groups, 204  
 Secondary objectives, 318–19  
 Segmental analysis, 119–35  
   activity-based costing, 125–35  
   data interpretation, 132–5  
   customer profitability analysis, 121–5  
   variable costing approach, 121  
 Segmental costs, 116–17  
 Segmental flanking, 489–90  
 Segmentation, *See* Market segmentation  
 Seiko, 476, 488  
 Selective attention, 209  
 Selective competitors, 278  
 Selective distortion, 209  
 Selective retention, 210  
 Selective specialization, 370  
 Service, *See* Customer service  
 Service–profit chain, 241  
 SERVQUAL dimensions, 427  
 Sevin, C.H., 136–7  
 Sex segmentation, 357  
 Seybold, Patricia, 221  
 Shapiro, B.P., 365  
 Sharpe, I., 30  
 Shell, 312  
   directional policy matrix (DPM), 394, 400  
 Simmonds, K., 10  
 Simmons, W.W., 301  
 Simon, Hermann, 323, 497–8  
 Singapore Airlines, 19, 85, 410, 425  
 Single-person households, 173–4  
 Six Is model, 448  
 Skoda, 209, 210, 325, 344  
 Slater, S.F., 22  
 Sloan, Alfred, 376  
 SMART objectives, 318  
 SmithKline Beecham, 461  
 Smith's Crisps, 471, 488  
 'So what?' test, 430  
 Social class, 203–4  
 Social classification, 354–7  
 Social environment, 173–6  
   social change, 176  
 Social factors influencing buyer behaviour, 204–6  
 Social mobility, 174  
 Social stratification, 203–4  
 Sony, 256, 345, 354, 410, 411, 436, 478, 479, 495, 505  
 Sony Ericsson, 27  
 Southwest Airlines, 416  
 SSWD (single, separated, widowed, divorced) group, 173–4  
 Stacey, R., 43, 50, 333, 334–6  
 Stagecoach, 263  
 Stakeholders, 307  
 Starbucks, 219, 423, 442, 452  
 Static environments, 160  
 Steiner, 498  
 Steinway, 343, 412  
 Stimulus–response model of buyer behaviour, 199–200  
 Stone, M., 426–7  
 Strategic analysis, 9–10  
 Strategic business area (SBA), 514  
 Strategic business units (SBUs), 147, 382–3  
   planning with, 383–4  
   *See also* Portfolio analysis  
 Strategic decisions, 8–9  
 Strategic group, 272, 405  
   identification, 272–5  
 Strategic implementation, 10  
 Strategic marketing planning, 8, 51  
   role of, 42–8  
   three dimensions of, 54–6  
 Strategic planning, 297, 298  
   changing focus of, 333–6  
   development of, 379–84  
   planning with SBUs, 382–4  
   responsibility issues, 381–2  
   marketing planning relationship, 16–17  
   strategic planning gap, 331  
   *See also* Strategic marketing planning  
 Strategic programming, 333–4  
 Strategic thinking, 45–7  
 Strategic wear-out, 506–10  
 Strategic windows, 163–4  
 Strategies for market challengers, 483–94, 515  
   attack strategies, 487–92  
     bypass attacks, 490–1  
     encirclement attacks, 490  
     flank attacks, 489–90  
     frontal attacks, 487–9  
     guerrilla attacks and ambush marketing, 491–2  
   deciding who to challenge, 325, 486–7  
   how challengers defeat market leaders, 492–4  
   *See also* Strategy  
 Strategies for market followers, 495–6, 515  
   *See also* Strategy

- Strategies for market leaders, 457–82, 515  
 customer focus and, 479–81  
 military analogies, 468–82, 498–506  
 contraction defence, 475  
 counter-offensive defence, 476–7  
 defence by unconventional behaviour, 477–9  
 flanking defence, 471  
 mobile defence, 470–1  
 position defence, 459–60, 469–70  
 pre-emptive defence, 475–6  
 PIMS study of market share, 460–7  
*See also* Strategy
- Strategies for market nichers, 497–8  
 supernichers, 497–8  
*See also* Strategy
- Strategy, 10–16, 42–5, 332  
 competitive strategy as a game, 499–501  
 definitions, 43  
 development of, 332–6  
 competitor analysis and, 279–80  
 formulation of, 47  
 classical approach, 47, 48  
 evolutionary approach, 47, 48  
 processual approach, 47, 48  
 systemic approach, 47, 48  
 generic strategies, 404–6, 407–12  
 differentiation, 404, 406, 409–11  
 focus, 404, 406, 411–12  
 overall cost leadership, 404, 406, 407–9  
 pros and cons of, 414  
 implementation, 52  
 influences on, 316–17  
 lost art of, 57–60  
 market position, 325, 455–7  
 product evolution influence on, 510–13  
 types of, 404–5  
*See also* Strategies for market challengers;  
 Strategies for market followers; Strategies for  
 market leaders; Strategies for market nichers
- Strebel, P., 179
- Strengths, 83, 88–92, 393  
 competitors' strengths analysis, 265–9  
 interdepartmental strengths, 91–2
- Strong competitors, 283
- Stupid company, 428
- Sturm Roger, 491
- Sub-cultures, 203
- Subaru, 469
- Sun Tzu, 43, 456, 469
- Sunstein, C.R., 217
- Super-powered consumers, 220–1
- Supernichers, 497–8
- Support activities, 103, 415
- Surveillance filter, 191
- Suzuki, 460, 469
- Swarovski, 498
- Swatch, 310, 311, 435, 482, 505
- Swiss watch industry, 164, 169, 259
- SWOT analysis, 73, 85–102, 108  
 capability issues, 92–3  
 identifying opportunities and threats, 85–8  
 identifying strengths and weaknesses, 88–92  
 competitors' strengths and weaknesses, 265–70  
 improving effectiveness, 93–5  
 value of, 97–9
- T**
- Tagamet, 434
- Target Group Index (TGI), 351
- Target marketing, 343–4
- Targeting, 367–9
- Taylor, J., 198
- Taylor Nelson's Monitor typology, 363–5
- Technical efficiency, 137
- Technological change, 177
- Technological environment, 176–8
- Technological flanking, 489
- Technology life cycle, 513–14
- Teflon, 458
- Tertiary ratios, 140
- Tesco, 19, 238, 263, 301, 373, 409, 411, 420, 422,  
 438, 442, 444, 476, 489
- Tetra, 498
- Texas Instruments, 261, 481–2
- Thaler, R., 217
- The Body Shop, 305, 319, 371, 435, 452, 505
- The Henley Centre, 356–7
- TheCorporateLibrary.com, 221
- Third knowledge revolution, competitive advantage  
 and, 441
- Third-wave companies, 187–9
- Thomas, Michael, 21
- Thompson, Jim, 492
- Thorn-EMI, 434
- Thorntons, 361, 412
- Threats, 85–8
- 3 Cs, 49–50
- 3 Ps, 319
- 3M, 325, 436, 488–9
- Three nation society, 248
- Tiger competitors, 278
- Time horizons, 192, 319–20
- Timex, 357, 488

Toffler, Alvin, 162, 176, 177, 242  
 Top-down planning, 382  
 Toshiba, 436, 479–80  
 Tower Records, 123–5  
 TOWS matrix, 96–7, 108  
     value of, 97–9  
 Toyota, 60, 187, 305, 309, 344–5, 371, 420, 436,  
     451, 460, 469, 481, 489  
 Toys 'R' Us, 98, 186, 263, 352, 423–4  
 Trailfinders, 448  
 Transparency International, 229  
 Trends analysis, 142–3  
 Trout, Jack, 26, 374, 410  
 Trust brands, 437–40  
 Two-factor theory of motivation, 208  
 Two-person cohabitant households, 174

## U

Ultra-Brite, 358  
 Uncertainty, 165  
 Unconventional behaviour, 477–9  
 Under-positioning, 375  
 Undifferentiated marketing, 341–2  
 Unilever, 179, 377, 470  
 Unique selling proposition (USP), 359, 448–9  
 Unpredictable competitors, 278  
 Upah, G.D., 171  
 Usage rate, 359  
 User status, 359

## V

VALS framework, 362–3  
 Value added, 242, 276  
 Value chain, 102–4  
     making use of, 102–4, 413–15  
 Value innovation, 452  
 Vargo, S.L., 2  
 Variable costing, 121  
 Veblen, T., 207–8  
 Vella, C.M., 288  
 Viagra, 433  
 Virgin, 219, 285, 410, 423, 424, 436, 438–9, 441, 491  
 Virgin Atlantic, 160  
 Vision, 294, 312–15  
 Visioning, 310–11  
 Vodafone, 14, 193–4, 442  
 Volkswagen, 325, 344–5, 370, 371, 460, 489  
 Vollman, 187, 189  
 Volume segmentation, 359  
 Volvo, 325, 371  
 von Clausewitz, C., 66, 69, 456, 498–9

## W

Waitrose, 442  
 Wal-Mart, 7, 60, 98, 186, 248, 376, 407,  
     420, 442  
 Walker's Crisps, 471, 488  
 Walton, P., 97–9  
 Walton, Sam, 326  
 Waterman, R.H., 302, 461  
 Waterstones, 440  
 Watts, W., 198  
 Weak competitors, 283  
 Weaknesses, 83, 88–92  
     competitors' weaknesses analysis,  
     265–70  
     interdepartmental weaknesses, 91–2  
 Webber, Richard, 350–1  
 Webster, F.E., 4, 23, 223–4, 225  
 Weihrich, H., 96  
 Weinberg, R., 321  
 Weiser, Charles, 236  
 Welch, Jack, 155, 326  
 Wells, W.D., 353  
 Wensley, J.R.C., 305  
 Westfall, R., 362  
 Westinghouse, 326  
 WH Smith, 303, 517  
 Whittington, R., 43, 47, 48  
 Whyte, R., 217  
 Wiersema, F.D., 467  
 Wilkinson Sword, 459  
 Wills, G.S.C., 329  
 Wilson, H., 448  
 Wind, J., 28, 29  
 Wind, Y., 222, 224, 348–9  
 W.L. Gore, 85  
 Wong, V., 22  
 Woo, C.Y., 464  
 Woolworths, 517  
 World Wide Web, competitive advantage and, 441  
 World-changing megatrends, 178  
 Wrong-side-up organizations, 19

## X

Xerox, 259, 325, 434, 459, 481, 488, 500,  
     504–5

## Y

Yamaha, 490  
 Yankelovich, D., 357  
 YKK, 491  
 Yo Sushi!, 423

Young and Rubicam's 4Cs (A  
Cross-Cultural Consumer  
Characterization), 363–5  
Young, L.D., 426–7  
Young, R., 30  
Young, S., 362  
Youth market, 200–2  
Youthful elderly, 245

**Z**

Zakon, Alan, 391  
Zantac, 434  
Zanussi, 263  
Zeithaml, V.A., 425, 427  
Zero positioning, 377