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, 357–61
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 
business behaviour
Buzzell, R.D., 467
Bypass attacks, 490–1
C
Cadbury’s, 478
Cadillac, 376, 477
Cahoot, 509
Campbells, 490
Candy, 263
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

H
Häagen-Dazs, 179, 371, 377, 505
Haji-loannou, Stelios, 417–19, 482
Hakansson, H., 228, 244
Haley, Russell J., 346, 358
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
Holer, C.W., 10
Hohner, 498
Hollingworth, Crawford, 242
Honda, 336, 345, 371, 458, 460, 478, 490
Honeywell, 489
Hooper, 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, 349–50
  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, 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.F., 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
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
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
Quatar 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-handers organizations, 18–20
Right-side-up organizations, 19
Risk Advisory Group, 289
Ritz–Carlton, 409
Roach, J.D.C., 464
Robinson, P.J., 222, 226, 244
Roddick, Anita, 305, 319, 492
Rolex, 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, WW, 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, 343, 459, 481, 488, 500, 504–5

Y
Yamaha, 490
Yankelovich, D., 357
YKK, 491
Yo Sushi!, 423
<table>
<thead>
<tr>
<th>Young and Rubicam's 4Cs</th>
<th>A Cross-Cultural Consumer Characterization, 363–5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young, L.D.</td>
<td>426–7</td>
</tr>
<tr>
<td>Young, R.</td>
<td>30</td>
</tr>
<tr>
<td>Young, S.</td>
<td>362</td>
</tr>
<tr>
<td>Youth market</td>
<td>200–2</td>
</tr>
<tr>
<td>Youthful elderly</td>
<td>245</td>
</tr>
</tbody>
</table>

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