

# Endnotes

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## Chapter 1

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## Chapter 10

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## Chapter 13

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# Glossary

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## A

**activity-based costing** accounting procedures that can quantify the true profitability of different activities by identifying their actual costs.

**administered vertical marketing system** a marketing structure in which one of the members coordinates successive stages of production and distribution.

**advertising** the presentation and promotion of ideas, goods, services, and brands using paid media.

**agents** the brokers, manufacturers' representatives, and sales agents that search for customers and may negotiate on the producer's behalf but do not buy or resell the goods.

**alpha testing** the evaluation of a product or service within the company.

**anticipatory pricing** the raising of prices by more than the cost increase, in anticipation of further inflation or government price controls.

**areas of dominant influence** the geographic or market areas on which the communication budget is focused.

**attitudes** a person's enduring evaluations, emotional feelings, and behavioral tendencies toward an object or idea.

**auction pricing** the setting of prices through competitive bidding.

**average cost** the cost per unit at a specific level of production.

## B

**behavioral research** a means of obtaining data to gain a better understanding of customers' purchasing, consumption, and decision-making processes.

**behavioral segmentation** the division of target customers into groups based on their actions.

**belief** a conviction that something is true or real, regardless of whether it is or is not.

**beta testing** the evaluation of a product or service by customers.

**bottom of the pyramid (BOP)** a socioeconomic concept that refers to the poorest group of the world's population.

**bottom-up idea generation** a process that starts with an invention and then seeks to identify an unmet market need.

**brand** a name and/or design element intended to identify the goods or services of a company and differentiate them from competitive offerings.

**brand activism** a company's stance on a controversial social, economic, environmental, or political issue.

**brand associations** all thoughts, feelings, perceptions, images, experiences, beliefs, and attitudes that are attributed to the brand.

**brand audit** an assessment of the health of the brand and its position in the market.

**brand character** a brand symbol with human characteristics that enhances brand likability and relatability.

**brand dilution** the weakening of the power of a brand.

**brand equity** the monetary value of a brand that reflects the premium placed on a company's valuation because of its ownership of the brand.

**brand extension** a company's use of an existing brand for an offering in a different product category or price tier.

**brand hierarchy** a reflection of the way in which a company's brands are related to its products and services, as well as to one another.

**brand mantra** a succinct articulation of the essence of the brand.

**brand personality** the human traits attributed to a particular brand.

**brand personification** a means to determine consumers' brand associations by asking them to equate the brand to a person, animal, or object.

**brand portfolio** the set of all brands owned by a company.

**brand power** the ancillary value that the brand contributes to a product or service.

**brand tracking** the use of quantitative data to provide consistent information about how brands and marketing programs are performing.

**brand value chain** an assessment of the way marketing activities create brand value.

**branded variants** specific brand lines supplied to specific retailers or distribution channels.

**branding** the process of endowing products and services with the power of a brand.

**business markets** all the organizations that acquire goods and services used in the production of other products or services that are sold, rented, or supplied to others.

**business-model design** the process of determining the ways in which a product or service will create market value.

## C

**cause marketing** the linking of a firm's contributions to a designated cause with its customers' revenue-producing transactions.

**channel captain** an entity responsible for managing the partnerships within a distribution channel.

**channel conflict** actions by one channel member that prevent another channel member from achieving its goal.

**channel power** the ability to alter channel members' behavior so they take actions they would not have taken otherwise.

**cobranding** two or more brands marketed together.

**commercialization** the process of informing target customers about the company's offering and making the offering available to them.

**communication objective** the specific task to be accomplished with a specific audience within a specific period of time.

**company demand** the company's estimated share of market demand in a given time period.

**company sales forecast** the expected level of company sales for a given time period based on market trends and company marketing efforts.

**company sales potential** the upper limit of sales that a company can achieve in a specific market in a given time period.

**competitive advantage** a company's ability to create market value in a way that competitors are unable to match.

**competitive-parity budgeting** an approach to communication budgeting based on what the competition is spending.

**competitive pricing** the setting of prices based on competitors' prices.

**concept validation** an assessment of the feasibility and attractiveness of the core concept underlying the proposed offering.

**conformance quality** the degree to which all produced units are identical and meet promised specifications.

**conjoint analysis** measurement of the value that consumers place on specific attributes of an offering.

**consumer incentives** the rewards offered to customers to encourage purchase.

**containerization** the placement of goods in containers for easy transfer between transportation modes.

**contextual placement** the purchase of ads on sites related to the product being advertised.

**contract manufacturing** the use of local manufacturers to produce the company's product in a specific market.

**contractual vertical marketing system** a group of independent firms at different levels of production and distribution that contractually integrate their programs to obtain greater economies or sales impact.

**conventional marketing channels** systems of independent producers, wholesalers, and retailers.

**conversion rate** the percentage of customers who move to the next stage of the customer acquisition process.

**core competency** expertise in an area that gives a company a competitive advantage.

**corporate culture** the shared experiences, stories, beliefs, and norms that characterize an organization.

**corporate vertical marketing system** a strategy that combines successive stages of production and distribution under a single entity.

**cost inflation** a circumstance in which rising costs unmatched by productivity gains squeeze profit margins and lead companies to regular rounds of price increases.

**creative brief** a succinct document that outlines the specific communication approach to be used in a creative assignment.

**crowdsourcing** the gathering of data and opinions from the public to enrich the marketing process.

**customer acquisition funnel** a depiction of the phases of the process of attracting new customers.

**customer base** customers who are loyal to the company and its offerings.

**customer-centricity** a focus on the customer that underlies all company offerings and activities.

**customer empowerment** the ability of customers to choose how they want to engage with the company.

**customer equity** the total sum of the lifetime values of all company customers.

**customer lifetime value** the total amount a customer is expected to spend during his or her tenure with the company.

**customer profile** the observable demographic, geographic, behavioral, and psychographic customer descriptors.

**customer profitability analysis** a means of assessing and ranking customer profitability.

**customer relationship management** the process of managing detailed information about individual customers and all customer touch points to maximize loyalty.

**customer touch points** the occasions on which a customer encounters the brand, product, or service.

**customer value analysis** assessment of how consumers view the company's strengths and weaknesses relative to the competition.

**customer value management** analysis of customer perceptions of an offering's value to develop marketing strategies to acquire and retain customers and drive purchase behavior.

**customer value proposition** the value the company aims to create for its target customers.

**D**

**demand forecast** an estimation of the size of the potential market for the company's offering.

**design** the totality of features that affect the way a product looks, feels, and functions.

**design thinking** a process of developing design concepts.

**direct exporting** the sale of a company's offering in other countries by the company itself.

**direct investment** the process by which a foreign company can buy a partial or full interest in a local company or build its own manufacturing or service facilities.

**direct marketing channel** a manufacturer selling directly to the final customer.

**distribution channel** a set of interdependent organizations participating in the process of making a product or service available to the target market.

**diversification strategy** a move to enter a new market with an offering that is new to the company.

**diversified portfolio** a fairly broad assortment of multiple product lines.

**divesting** the process of selling an asset of a company or the company itself.

**dual-level channel** a distribution channel that contains two intermediaries, typically a wholesaler and a retailer.

## E

**economic-value-to-customer pricing** the setting of the price a consumer is willing to pay based on the perception of the product's value.

**elaboration likelihood model** a description of the process by which consumers make evaluations in both low- and high-involvement circumstances.

**ethnographic research** a particular observational research approach that uses concepts and tools from anthropology and other social science disciplines to provide deep cultural understanding of how people live and work.

**everyday low pricing (EDLP)** a consistently low retail price with little or no price promotion or special sales.

**exclusive distribution** the use of a highly limited number of intermediaries.

**expectancy-value model** the process by which people evaluate products and services by combining their assessments according to the weighted importance of those assessments.

**experience-curve pricing** the setting of a lower price based on the future ability to lower production costs through experience.

**external marketing** the process of designing, communicating, and delivering a product or service to customers.

## F

**facilitators** the transportation companies, independent warehouses, banks, and advertising agencies that assist in the distribution process but do not take title to goods or negotiate sales.

**fad** a short-lived mode of behavior that has no social, economic, or political significance.

**fixed costs** costs that do not vary with changes in production level.

**flagship product** an offering that best represents or embodies the brand.

**flanking** an attack on a competitor's weak spot to steal market share.

**focus group** a small group of people who are selected based on certain demographic, psychographic, or other considerations and brought together to discuss various topics of interest.

**forward buying** the purchase of a greater quantity of favorably priced goods than a retailer can immediately sell.

**frame of reference** a benchmark against which customers can evaluate the benefits of a company's offering.

**franchising** granting permission to use a company's know-how, procedures, intellectual property, business model, and brand to sell its branded products and service.

**frontal attack** a move to match a competitor's marketing strategy and tactics.

## G

**geofencing** a mobile promotion strategy that targets customers when they are within a defined geographic space, typically near or in a store.

**geographic segmentation** the division of the market into geographic units such as nations, states, regions, counties, cities, or neighborhoods.

**goodwill** an accounting term that includes brand equity and signifies the monetary value of all intangible assets of a company.

**gray market** the diversion of branded products from authorized distribution channels.

**greenwashing** providing misleading information or giving the impression that products or practices are more environmentally friendly than they really are.

**guarantee** the assurance that if a product fails to function as promised or as customers expect, the company will provide some type of compensation to the purchaser.

**guerrilla attack** a series of small, intermittent attacks on the competition.

## H

**harvesting** the reduction of investment in an offering to reap the greatest possible profit.

**heuristics** rules of thumb that facilitate the decision process.

**high-low pricing** higher retailer prices on an everyday basis, with frequent promotions featuring prices temporarily lower than EDLP-level prices.

**horizontal channel conflict** a dispute between channel members at the same level of the distribution network.

**horizontal marketing systems** two or more unrelated companies pooling resources or programs to exploit an emerging marketing opportunity.

## I

**image pricing** the act of setting prices higher to make an offering more desirable in the eyes of consumers.

**incentives** the typically short-term sales promotion tools designed to stimulate the purchase of a product or service.

**incremental innovation** a minor improvement of an existing offering or process.

**indirect exporting** the use of independent intermediaries to sell a company's offering in other countries.

**influencer marketing** the use of a popular figure to promote a product, service, or brand within his or her social media sphere.

**informational appeal** an elaboration of product or service attributes or benefits to influence the consumer purchasing decision.



**institutional market** schools, hospitals, nursing homes, prisons, and other entities that provide goods and services to people in their care.

**integrated marketing** the coordination of all marketing activities and programs aimed at designing, communicating, and delivering consistent value to consumers.

**integrated marketing communication** an approach to managing a communication campaign through the coordinated use of different communication tools.

**intensive distribution** the placement of goods or services in as many outlets as possible.

**interactive marketing** the company's encouragement of, and response to, consumer perspectives and behaviors regarding an offering or brand.

**internal marketing** the hiring, training, and motivating of employees to serve customers in a way that reflects the company's goals.

**intrapreneur** a company employee whose duties are focused on fostering product, service, and process innovation within the company.

## J

**joint venture** a business enterprise engaged in by two or more otherwise separate entities.

**just-in-time inventory management** the ordering of production components as needed, to save on warehousing costs and improve cash flow.

## L

**laddering** a series of increasingly specific questions that can reveal consumers' motivations and deeper goals.

**licensing** granting permission to manufacture and sell a company's offering in a specific market.

**line extension** the addition of new products to a company's current product line.

**line filling** a lengthening of a company's product line by adding more items to the existing range.

**line stretching** an expansion of the product line beyond its current range.

**localized marketing program** an approach that tailors its marketing activities to individual target markets.

**long-term memory** the capacity to remember and store information indefinitely, or even permanently.

**loss-leader pricing** the setting of a low price for a product to attract greater consumer traffic.

## M

**macromodel of marketing communication** description of the interaction between the sender (company) and the recipient (consumer) of the communication message.

**macroscheduling decision** the allocation of communication expenditures related to seasons and the business cycle.

**market demand** the total volume of a product that would be bought by a defined customer group in a defined geographic area in a defined time period in a defined marketing environment under a defined marketing program.

**market-development strategy** a focus on expanding sales of a product or service to new target markets.

**market expansion** a move that makes an offering available to the entire target market.

**market forecast** the market demand projected for a future time period.

**market leader** the company with the largest share of the market in which it competes.

**market logistics** infrastructure design and control of the flow of materials and goods from manufacturer to customer.

**market offering** the actual good that the company deploys in order to fulfill a particular customer need.

**market-penetration strategy** a focus on increasing sales of the company's current offerings to its existing customers.

**market position** a company's share of the market in which it competes.

**market potential** the maximum sales that can be achieved in a specific market in a given time period.

**market segmentation** the division of a consumer group into subsets that share a similar set of needs and/or profile characteristics.

**market skimming** the setting of a relatively high price to make the offering affordable only to customers with the greatest willingness to pay.

**market test** a means of validating the offering in a portion of the market or in the entire market.

**marketing** the identification and meeting of individual and social needs in a way that harmonizes with the goals of the organization.

**marketing communication** the means by which firms inform, persuade, and remind consumers about the products and brands they sell.

**marketing dashboards** a structured way to disseminate the insights gleaned from marketing metrics and marketing-mix modeling.

**marketing management** the art and science of choosing target markets and getting, retaining, and growing customers by delivering superior value.

**marketing mix** the attributes (product, service, brand, price, incentives, communication, and distribution) that define the company's offering.

**marketing network** the company and its supporting stakeholders, with whom it has built mutually profitable business relationships.

**marketing-mix models** a way to analyze data from multiple sources to understand the effects of specific marketing activities.

**markup pricing** a pricing method that adds a standard markup to the product's cost.

**mass customization** the use of mass production techniques to produce offerings that can be customized to meet the needs of individual customers.

**mass marketing** addressing the entire market with a single offering.

**merchant wholesalers** the intermediaries that buy directly from the manufacturer, store the product, and then sell it to the customer.

**merchants** the wholesalers and retailers that buy and resell the offering to consumers.

**micromodel of marketing communication** description of consumers' specific responses to communications.

**microscheduling decision** the allocation of communication expenditures within a short time period to obtain maximum impact.

**mission** a clear, concise, and enduring statement of the reasons for an organization's existence.

**Moore's model** an adaptation of the Rogers' model for technology products.

**multichannel conflict** a dispute between two or more channels that sell to the same market.

## N

**native advertising** a form of advertising that resembles the medium's editorial content but is intended to promote the advertiser's product.

**net price analysis** the "real price" of the offering after discounts and advertising and promotion costs are deducted.

**niche marketer** a company that caters to a subset of customers with an offering exclusively tailored to their needs.

## O

**objective-and-task budgeting** an approach for determining the communication budget based on the specific task to be achieved.

**observational research** a means of obtaining data by unobtrusive observation of customers' shopping or consumption habits.

**opinion leader** a person who offers informal advice or information on how best a specific product or product category can be used; also known as an influencer.

**optimal value proposition** the value an offering creates for customers, collaborators, and the company.

**order-to-payment cycle** the time between an order's receipt, delivery of the product or service, and payment.

**organic growth** an increase in the company's revenues, profits, and/or market position through the use of its own resources.

## P

**penetration pricing** the setting of a low price to maximize market share.

**perception** the process of selecting, organizing, and interpreting information to create a meaningful picture of the world.

**perceptual map** a visual representation of consumer perceptions and preferences.

**performance marketing** the financial and nonfinancial returns to business and society from marketing activities and programs.

**permission marketing** the practice of marketing to consumers only after gaining their expressed permission.

**personality** a set of distinguishing human psychological traits that lead to relatively consistent responses to environmental stimuli, including buying behavior.

**personal selling** the face-to-face interaction between the salesperson and the buyer.

**personas** the detailed profiles of one or more target consumers that depict the typical consumer in the target market.

**points of difference (PODs)** attributes or benefits that differentiate the company's offering from the competition.

**points of parity (POPs)** attributes or benefits that are not unique and are shared with other brands.

**positioning statement** a summary of a product or brand's strategy that aims to guide the company's actions.

**positioning** designing a company's offering and image to occupy a distinctive place in the minds of the target market.

**price discrimination** sale of the same offering at different prices to different customers.

**price elasticity of demand** the degree to which a change in price leads to a change in quantity sold.

**price image** the general perception that consumers have about the level of prices at a given retailer.

**price indifference band** a range within which changes in price have little or no effect on consumer purchases.

**pricing cues** a means of prompting customers to rely on price to infer the value of a product.

**primary data** information gathered for a specific purpose or project.

**primary target** the subset of target customers for which an offering will initially be made available.

**principle of congruity** psychological mechanism by which consumers like to view seemingly related objects as being as similar as possible in favorability.

**private label** a proprietary brand developed and sold by retailers and wholesalers.

**product-development strategy** the creation of new products or modifications to existing products in the target market.

**product life cycle** the length of time between the introduction of an offering in the market and its removal from the market.

**product line** a group of related products sold by the same company.

**product-market growth framework** a grid that outlines the different growth strategies; also known as the Ansoff matrix.

**product-mix pricing** the setting of prices in a manner that maximizes profits on the total mix of company offerings.

**product portfolio** the total number of products offered by a company, including various product categories and product lines.

**product-value analysis** the assessment of a product's value by examining ways components or processes can be modified to reduce costs without adversely affecting product performance.

**projective technique** a process of presenting consumers with an incomplete or ambiguous stimulus, such as word association or choice ordering, in order to get a better understanding of their thought processes.

**prototype** a model of an offering that aims to weed out potential problems before the actual offering is created.

**psychographic segmentation** the division of target customers into groups based on psychological traits, lifestyles, or values.

**psychological resistance** a reluctance to change established preferences or opinions that are barriers to purchase.

**public relations** a variety of programs designed to promote a company's image among the relevant stakeholders.

**publicity** the securing of editorial content to promote an offering, idea, organization, or image.

**pull strategy** the use of advertising, promotion, and communication to persuade consumers to demand the product from intermediaries.

**push strategy** the selling of a product to end users through collaborators.

## Q

**quality** the degree to which a product or service fulfills customer expectations of value.

**questionnaire** a set of questions presented to respondents to collect primary data.

## R

**reference groups** all groups that have a direct or indirect effect on an individual's beliefs, decisions, and behavior.

**reference prices** pricing information a consumer retains in memory that is used to interpret and evaluate a new price.

**relationship marketing** the development of mutually satisfying long-term relationships with key constituents to earn and retain their business.

**retailing** the activities involved in selling goods or services directly to final consumers for nonbusiness use.

**retention rate** the number of customers that continue to do business with a company over a defined period of time.

**revenue leaders** the group of customers that represent the highest customer lifetime value to the company.

**reverse-flow channel** a distribution channel in which goods flow backward from the user to the producer, typically for recycling, resale, or disposal.

**reverse innovation** the use of a successful product as a base for creating an inexpensive alternative for developing markets.

**Rogers' model** a classification of consumers according to the speed with which they adopt new offerings.

## S

**sales force incentives** the means used to motivate the sales force, such as bonuses and trips.

**sample size** the number of people who should be surveyed to provide credible results that can be extrapolated to the entire target population.

**sampling procedure** a means of choosing survey respondents that makes the sample more representative of the total target population.

**sampling unit** the respondents who should be surveyed to glean information about a specific market, product, or behavior.

**search engine marketing (SEM)** the practice of paying search engine companies for one's product, service, brand, or organization to be featured in the results of particular keyword searches.

**search engine optimization (SEO)** the activities designed to increase the likelihood that a link for a company or brand ranks as high as possible in the order of all nonpaid links that appear during online searches.

**secondary data** existing information collected for another purpose.

**selective attention** the process of focusing on specific environmental stimuli while ignoring others.

**selective distortion** the tendency to interpret information to fit our preconceptions.

**selective distribution** the use of a number of carefully selected intermediaries willing to carry a particular product.

**selective market deployment** an approach that deploys the company's offering only to specific areas of the target market to test market reaction.

**service** an intangible act that one entity performs for another that does not result in a change in ownership.

**service blueprint** a mapping of the service provided by the company from the customer's point of view.

**short-term memory** the capacity to keep a limited amount of information in mind for a short time.

**showrooming** examination of a product in a store before purchasing it from a different retailer, typically to secure a lower price.

**single-level channel** a distribution channel that contains one selling intermediary, such as a retailer.

**social marketing** marketing done by a nonprofit or government organization to further a cause, such as "say no to drugs."

**specialized portfolio** a fairly narrow assortment of one or a few product lines.

**stage-gate framework** a multiphase model for managing the process of developing new offerings.

**standardized marketing program** a strategy that uses the same strategic and tactical approach across different markets and countries.

**strategic brand management** the design and implementation of marketing activities and programs to build, manage, and measure brands.

**strategic business unit (SBU)** a single business or collection of related businesses that can be planned separately from the rest of the company, with its own set of competitors and a manager who is responsible for strategic planning and profit performance.

**strategic targeting** a focus on customers whose needs the company can fulfill better than the competition.



**strategy** a company's game plan for achieving its goals.

**subliminal perception** messages that consumers are not consciously aware of but that affect their behavior.

**supply chain management** the procurement of inputs and their conversion into finished products that are dispatched to the final destinations.

**sustainability** avoidance of the depletion of natural resources by reducing the impact of human activity on the environment.

**systems buying** the purchase of a total solution to a business problem or need from one company.

**systems selling** a marketing approach to attract buyers that prefer to buy entire systems from one company.

## T

**tactical targeting** identifying the means to reach strategically viable customers to communicate and deliver the company's offering.

**tactics** the marketing mix that makes the company's strategy come alive and defines the key aspects of the offering developed to create value in a given market.

**target attractiveness** the ability of a market segment to create value for the company.

**target compatibility** a reflection of the company's ability to fulfill the needs of target customers.

**target market** the market in which a company aims to create and capture value.

**target-rate-of-return pricing** the setting of a price that will yield the desired rate of return.

**targeting** the process of identifying those customers for whom the company will optimize its offering.

**time-and-duty analysis** an hour-by-hour breakdown of activities to help employees understand how they might increase their productivity.

**top-down idea generation** a product-development process that begins with identifying a market opportunity.

**total costs** the sum of the fixed and variable costs for a given level of production.

**total customer benefit** the perceived functional, psychological, and monetary value that customers derive from a market offering.

**total customer cost** the perceived functional, psychological, and monetary costs that customers incur to evaluate, obtain, use, and dispose of an offering.

**trade incentives** the rewards offered to members of the distribution channel.

**trend** a change in behavior or sequence of events that has momentum and durability.

**triple bottom line** the concept that a company has a responsibility to stakeholders, which include employees, customers, and society as a whole.

## V

**value proposition** the type of value that the company plans to create for target customers.

**variable costs** costs that vary directly with the level of production.

**vertical channel conflict** a dispute between members at different levels of the distribution network.

**vertical marketing system** a marketing system in which producers, wholesalers, and retailers work together as a unit.

**visualization** a way for marketers to gain insight into people's perceptions by asking them to create a collage or drawing.

## W

**warranties** formal statements of expected product performance by the manufacturer.

**wholesaling** all activities involved in selling goods or services to those who buy for resale or make large purchases for business use.

**word association** a research method that involves asking respondents what words come to mind when they hear the brand name.

## Y

**yield pricing** a pricing strategy based on anticipating and influencing customers' behavior.

## Z

**zero-level channel** a distribution channel that involves a manufacturer selling directly to the final customer; also called a direct marketing channel.

**zone of tolerance** the range in which customers will deem company service satisfactory.