## **Contents**

iv
v
xi
xii
xiv



## **UNIT 1** Marketing in the 2000s and Beyond

Unit	Overview	xvi
Part	A. Changing Perspectives	
1.	Marketing in 2012: The End of the Middle?, Christine Birkner, Marketing News, January 31, 2012	
	Marketplace watchers proclaim that the recession in the American economy may call for a new definition of the middle class, prompting many marketers to shift everything within their marketing mixes.	2
2.	Hot Stuff: Make These Top Trends Part of Your Marketing Mix, Gwen Moran, Entrepreneur, August 2006	
	Gwen Moran uncovers some hot trends in marketing and suggests ways that these trends should be part of one's <i>marketing mix.</i>	5
3.	<b>Evolve,</b> Chris Penttila, <i>Entrepreneur</i> , May 2009 Chris Penttila provides seven ways game changers can pull levers that affect a <i>market</i> or create an entirely new one.	8
4.	<b>The Unmarketables,</b> Piet Levy, John N. Frank, and Allison Enright, <i>Marketing News</i> , July 30, 2009	
	For <b>brands</b> and businesses that have fallen out of favor with <b>customers</b> , marketers have to craft messages and <b>promotions</b> that can revitalize lackluster images.	10
5.	<b>Six Strategies for Successful Niche Marketing,</b> Eric K. Clemons, Paul F. Nunes, and Matt Reilly, <i>The Wall Street Journal,</i> May 23, 2010 The article supplies thoughtful ideas of how to become successful in <i>niche marketing.</i>	15
6.	<b>The Branding Sweet Spot</b> , Kevin Lane Keller and Frederick E. Webster, Jr., <i>Marketing Management</i> , July/August 2009 One of the realities of modern <b>brand</b> marketing is that many of the decisions that mar- keters make with respect to their brands are seemingly characterized by conflicting needs.	19
Part	B. The Marketing Concept	
7.	Marketing Myopia (with Retrospective Commentary), Theodore Levitt, Harvard Business Review, September/October 1975	
	According to Theodore Levitt, shortsighted managers are unable to recognize that there is no such thing as a growth industry—as the histories of the railroad, movie, and oil industries show. To survive, he says, a company must learn to apply the <i>marketing concept:</i> to think of itself not as producing goods or services, but as buying customers.	25
8.	Putting Customers First: Nine Surefire Ways to Increase Brand Loyalty, Kyle LaMalfa, Sales & Marketing Management, January/February 2008	
	Kyle LaMalfa explores nine surefire ways to increase customers' brand loyalty.	36

	9.	Making the Most of Customer Complaints, Stefan Michel, David Bowen, and Robert Johnston, <i>The Wall Street Journal</i> , September 22, 2008 <i>Customers</i> are constantly judging companies for <i>service</i> failures large and small, from a glitch-ridden business-software company to a hamburger served cold.	39
	10.	When Service Means Survival, Jena McGregor, <i>Bloomberg</i> <i>BusinessWeek</i> , March 2, 2009 Keeping <i>customers</i> happy is more critical than ever. <i>Service</i> champs economize on everything but TLC.	43
	44		10
	11.	<b>Become the Main Attraction</b> , Piet Levy, <i>Marketing News</i> , July 30, 2010 Piet Levy gives some good suggestions for successful <b>event marketing</b> .	47
	Part	C. Services and Social Marketing	
	12.	How to Make Marketing Brilliance, Jason Daley, Entrepreneur, February 2011	
		This article provides a look at the best marketing moves of 2010.	50
	13.	Imaginative Service, Chip R. Bell and John R. Patterson, <i>Leadership Excellence</i> , May 2009	
		The authors discuss ways to deliver unique value and faster <b>service</b> to meet and exceed <b>customer</b> expectations.	55
	14.	<b>Walking the Talk,</b> Katherine Ling, <i>Marketing News,</i> March 15, 2012 Eco-minded retailer, Patagonia, caused a stir with its recent "conscious-consumption" holiday campaign that told consumers <b>not</b> to buy the featured product.	57
	Part	D. Marketing Ethics and Social Responsibility	
	15.	Honest Innovation, Calvin L. Hodock, Marketing Management, March/April 2009	
		Ethics issues in new product development could be stalling innovation growth.	61
	16.	It's Hard to Be Good, Alison Beard and Richard Hornik, Harvard Business Review, November 2011	
		The article chronicles five companies whose success is built on responsible business practices.	65
	UI	NIT 2	
-		search, Markets, and Consumer Behavior	
-	Unit	Overview	70
	Part	A. Market Research	
	17.	A Step-by-Step Guide to Smart Business Experiments, Eric T. Anderson and Duncan Simester, <i>Harvard Business Review</i> , March 2011 Every company can profit from testing customers' reactions to change. The authors pro- vide companies guidance on how to start.	72
	18.	Know What Your Customers Want before They Do, Thomas H. Davenport, Leandro Dalle Mule, and John Lucker, <i>Harvard Business Review</i> ,	
		December 2011 Retailers need to target customers with the right deal at the right time. Here's how to nail the "next best offer."	78

The concepts in bold italics are developed in the article. For further expansion, please refer to the Topic Guide.

## Part B. Markets and Demographics

	19.	Respect Your Elders, Tom Stein and Tim Devaney, Marketing News, April 30, 2012	
		Digital marketing techniques may be young and flashy, but conventional marketing strat- egies have not lost their impact. The ideal modern marketing mix makes room for both.	83
	20.	Marketing to Kids Gets More Savvy with New Technologies, Bruce Horovitz, USA Today, August 2011	
		This article tackles the sensitive issue of the increased practice of targeted advertising to tech-savvy children.	85
	21.	It's Cooler than Ever to Be a Tween, Sharon Jayson, USA Today, February 4, 2009	
		The <i>tweens</i> are a hot market—they're complicated, and there are two in the White House.	87
	22.	Segmenting the Base of the Pyramid, V. Kasturi Rangan, Michael Chu, and Djordjija Petkoski, Harvard Business Review, June 2011	
		Decent profits can be made at the base of the pyramid if companies link their own financial success with that of their constituencies, whereby these constituencies acquire basic services and grow more affluent.	90
	Part	C. Consumer Behavior	
	23.	<b>Can More Information Be a Bad Thing?</b> , Robert S. Duboff, <i>Marketing Management</i> , Summer 2012	
		Despite researchers' best efforts, consumer decision-making will always have subjective components.	95
	24.	<b>The Tyranny of Choice: You Choose,</b> <i>The Economist,</i> December 18, 2010 If you can have everything in 57 varieties, making decisions becomes hard work.	99
	25.	<b>Tapping the Untapped,</b> Diana Derval, <i>Marketing Management,</i> Spring 2012 Marketers can learn from product preferences that are simply linked to consumers' physiology.	103
	U	NIT 3	
		veloping and Implementing rketing Strategies	
	ivia	incering Strategies	
10m		O	400

Unit	Overview	106
26.	<b>The CMO and the Future of Marketing</b> , George S. Day and Robert Malcolm, <i>Marketing Management</i> , Spring 2012 This article examines how the roles, responsibilities and influence of the chief marketing officer will evolve in the future.	109
Part	A. Product	
27.	<b>Innovate or Die,</b> Stephen C. Harper and Thomas W. Porter, <i>Industrial Engineer,</i> September 2011 Many companies are not as innovative as they could be because their search for market opportunities is too narrow and they fail to funnel innovation into their product and process development.	114
28.	<b>Brand Integrity,</b> Tom Peters and Valarie Willis, <i>Leadership Excellence,</i> May 2009 The authors advocate that excellence is achieved when the brand, the talent, and the <i>customer experience</i> are all in alignment.	119

The concepts in bold italics are developed in the article. For further expansion, please refer to the Topic Guide.

29.	Brand Apathy Calls for New Methods: Turn Customer Preference from "No Brand" to "Some Brand," Don E. Schultz, <i>Marketing Management</i> , Winter 2010	
	Building market share requires a new set of tools and brand strategies designed to shift ongoing consumer preference and purchase from competitive brands to yours.	12
30.	<b>Branding's Big Guns,</b> Paula Andruss, <i>Entrepreneur,</i> April 2012 This article chronicles the success of the10 most trusted U.S. brands that have become household names.	12
31.	<b>Playing Well Together</b> , Jason Daley, <i>Entrepreneur</i> , April 2012 Emerging co-branding concepts prove that strategic business combinations can cut costs and broaden the customer base.	12
Part	B. Pricing	
32.	<b>Competing against Free,</b> David J. Bryce, Jeffrey H. Dyer, and Nile W. Hatch, <i>Harvard Business Review,</i> June 2011 Free offerings are rapidly spreading beyond online markets to the physical, brick and mortar world. The authors give pointers on how incumbents can fight back.	13
33.	Ditch the Discounts, Rafi Mohammed, Harvard Business Review, January/February 2011	
	The author discusses pricing strategies and tactics that are more appropriate for eco- nomic recovery than the adaptive pricing companies adopted during the recession.	13
Part	C. Distribution	
34.	The Devolution of Marketing: Is America's Marketing Model Fighting Hard Enough to Keep Up?, Andrew R. Thomas and Timothy J. Wilkinson, Marketing Management, Spring 2011	
	This article argues that the current American marketing model is dysfunctional, and small and medium-sized businesses operate under a misconceived ideology of producing and selling.	13
35.	In Lean Times, Retailers Shop for Survival Strategies, Jayne O'Donnell, USA Today, February 28, 2008	
	During the difficult <b>economic</b> times, according to the author, <b>retailers</b> are in search of tenable survival <b>strategies</b> .	14
36.	<b>The Rebirth of Retail,</b> Jason Ankeny, <i>Entrepreneur,</i> March 2011 This article discusses the inspiration and vision behind Shopkick, a new shopping application.	14
Part	D. Promotion	
37.	Marketing Communication in a Digital Era: Marketers Should Focus Efforts on Emerging Social, Mobile and Local Trends, Donna L. Hoffman and Thomas P. Novak, <i>Marketing Management</i> , Fall 2011 Marketers should focus efforts on emerging social, mobile and local trends.	14
38.	Selling Green, Matt Villano, Entrepreneur, November 2011 A five-step guide to correctly market a business as green is presented here.	15
39.	What's Your Social Media Strategy?, H. James Wilson et al., Harvard Business Review, July/August 2011 This study describes four ways companies are using technology to form connections.	15
40.	Advertising's New Campaign, Jennifer Wang, <i>Entrepreneur</i> , April 2012 The author discusses BlogFrog's new advertising campaign which capitalizes on the massive influence of mom bloggers with its brand-sponsored communities.	16

The concepts in bold italics are developed in the article. For further expansion, please refer to the Topic Guide.



## **UNIT 4** Global Marketing

-	Unit	Overview	164
	41.	<b>Emerging Lessons,</b> Madhubalan Viswanathan, José Antonio Rosa, and Julie A. Ruth, <i>The Wall Street Journal,</i> October 20, 2008 For <i>multinational</i> companies, understanding the needs of poorer <i>consumers</i> can be both profitable and <i>socially responsible.</i>	166
	42.	<b>KFC's Radical Approach to China: To Succeed, the Fast-Food Giant Had to Throw Out Its United States Business Model,</b> David E. Bell and Mary L. Shelman, <i>Harvard Business Review,</i> November 2011 To succeed, the fast-food giant had to go beyond adapting and localizing their offerings to throw out its United States business model.	169
	43.	<b>Retail Doesn't Cross Borders,</b> Marcel Corstjens and Rajiv Lal, <i>Harvard Business Review,</i> April 2012 In contrast to other industries, grocery retail is still dominated by local players in most countries. International players are almost entirely absent from even the largest retail markets, and every grocery retailer that has ventured overseas has failed as often as it has succeeded.	174
	Glos		180
	iest-	Your-Knowledge Form	185