
Contents

Chapter 1 Thinking like a marketer	3
1.1 Understanding and action	3
1.2 Definitions of marketing	5
1.3 Philosophy and techniques	7
1.4 Market research	8
1.5 Types of company	9
1.6 Production-orientation	9
1.7 Sales-orientation	12
1.8 What marketing does	13
1.9 Summary	15
1.10 Checklist	15
Chapter 2 The foundation: comparing businesses	17
2.1 Mass-market consumer businesses	18
2.2 Industrial businesses	20
2.3 Service businesses	23
2.4 Export businesses	26
2.5 Multinational, global and cross-cultural businesses	28
2.6 Small businesses	29
2.7 Marketing for all	31
2.8 Summary	34
2.9 Checklist	34
Chapter 3 How do customers decide what they will buy?	37
3.1 Consumer purchases	38
3.2 Purchasing behaviour	41
3.3 Brand loyalty	43
3.4 Industrial buying	45
3.5 Models of buyer behaviour	47
3.6 A simplified model of buyer behaviour	55
3.7 Changes in buyer behaviour	55
3.8 Summary	56
3.9 Checklist	57

Chapter 4	Six searching questions	59
4.1	What?	59
4.2	To whom? Or, who are your real customers?	65
4.3	Why?	68
4.4	How?	71
4.5	Where?	73
4.6	When?	77
4.7	Repeating the exercise	81
4.8	Summary	81
4.9	Checklist	82
Chapter 5	If it's living, it's dying	84
5.1	Life-cycles in business	84
5.2	The introductory phase	87
5.3	The growth phase	88
5.4	Maturity	89
5.5	Saturation	89
5.6	Decline	90
5.7	Cycles within cycles	92
5.8	Attacking the profit curve	94
5.9	Alternative shapes	95
5.10	Natural re-cycle	96
5.11	The humpback	97
5.12	The plateau	98
5.13	The rampart	99
5.14	The generation cycle	99
5.15	Cycles: so what?	101
5.16	Re-cycling products to prolong life	101
5.17	Finding out where you are	104
5.18	Summary	106
5.19	Checklist	106
Chapter 6	The marketing mix	109
6.1	Definitions	109
6.2	The elements	110
6.3	Why mixes vary	113
6.4	Typical mixes	113
6.5	Manipulating the mix	115
6.6	Summary	116
6.7	Checklist	116
Chapter 7	Where shall we go next?	118
7.1	Straightforward products	118

7.2	Problem products	121
7.3	The Boston Grid	126
7.4	Summary	130
7.5	Checklist	130
Chapter 8	Plans are nothing, planning is everything	132
8.1	The ideal plan	133
8.2	Pre-planning for success	134
8.3	The sequence by which effective plans are made	140
8.4	Give your plan a chance	146
8.5	The content of the plan	155
8.6	Controlling the working of the plan	157
8.7	Conclusion	160
8.8	Summary	160
8.9	Checklist	161
Chapter 9	Foretelling the future	163
9.1	Selecting the method	163
9.2	The stages of forecasting	166
9.3	Projections	166
9.4	Predictions	167
9.5	Statistical methods	168
9.6	Putting back the kinks	173
9.7	Qualitative techniques	173
9.8	Econometric methods	176
9.9	Testing as an aid to forecasting	177
9.10	The uses of forecasts	178
9.11	Accuracy and cost	185
9.12	Summary	186
9.13	Checklist	187
Chapter 10	The vital difference	189
10.1	What is profit?	190
10.2	Increasing profits	193
10.3	Profit and sales	196
10.4	Profit and the marketer	197
10.5	Inflation	198
10.6	Marketing in hard times	199
10.7	Summary	200
10.8	Checklist	201

Chapter 11 Pricing	203
11.1 What is price ?	203
11.2 The psychology of price	205
11.3 Can you change the price in the market	205
11.4 Price elasticity	206
11.5 Cost-based pricing	207
11.6 Break-even pricing	211
11.7 Demand-based pricing	212
11.8 Competition-based pricing	214
11.9 Pricing new products	215
11.10 Summary	217
11.11 Checklist	218
Chapter 12 Chiefs, Indians and the rest of us	221
12.1 Why have a marketing departmen?	221
12.2 What kind of person is a marketer?	223
12.3 The concept of product manager	224
12.4 Some problems of marketing departments	225
12.5 Recent emphases in marketing	227
12.6 Summary	231
12.7 Checklist	232
Chapter 13 Techniques in sequence	234
13.1 Scientific marketing	234
13.2 The forecasting sequence	237
13.3 Summary	239
13.4 Checklist	239
Further Reading	241
Index	244