

Brief contents

Preface to the Second Edition	V
Detailed contents	XV
1. Fundamentals of Relationship Marketing	1
2. Situational Analysis in the Marketing Planning Process	43
3. Strategy Formulation in the Marketing Planning Process	139
4. Marketing Mix in the Marketing Planning Process	203
5. Implementation and Controlling in the Marketing Planning Process	383
References	479
About the Authors	497
Subject and Companies Index	499

Detailed contents

Preface to the Second Edition	V
Brief contents	XIII
1. Fundamentals of Relationship Marketing	1
1.1 The Evolution of Relationship Marketing	2
1.2 Definition of Relationship Marketing	7
1.3 Relationship Economics	8
1.4 Relationship Drivers	13
1.5 Relationship Marketing as an Integrative Management Approach	20
1.6 Fundamentals of Marketing Planning	23
Summary	33
2. Situational Analysis in the Marketing Planning Process	43
2.1 Marketing Research	44
2.1.1 Introduction	44
2.1.2 Linking Marketing Research to the Decision-Making Process	44
2.1.3 Secondary Research	47
2.1.4 Primary Research	52
2.1.5 Online (Internet) Primary Research Methods	64
2.1.6 Other Types of Market Research	66
2.1.7 Setting up a Marketing Information System (MIS)	70
2.1.8 Marketing Research based on Web 2.0	72
2.2 Assessing the Internal Marketing Situation	73
2.2.1 Internal Relationships	73
2.2.2 Market Orientation View (MOV)	76
2.2.3 Resource Based View (RBV)	78
2.2.4 Major Sources of Competitive Advantage	85
2.3 Assessing the External Marketing Situation	91
2.3.1 PEST Analysis	91
2.3.2 External Relationships to Stakeholders in the Value Net	97
2.3.2.1 Relationships with Suppliers	98
2.3.2.2 Relationships with Customers	100
2.3.2.3 Relationships with Partners/Complementors	102
2.3.2.4 Relationships with Competitors	103
2.3.2.5 Other External Relationships	104
2.4 Analyzing Buying Behaviour on the B2C Market	105
2.5 Analyzing Buying Behaviour on the B2B Market	110
2.6 Comparing B2B and B2C Markets	113
2.7 SWOT Analysis	114
2.7.1 Elements of a SWOT Analysis	115
2.7.2 Matching and Converging in the SWOT Matrix	115
2.7.3 Application of the SWOT Analysis	116
2.7.4 Required Analysis	117
2.7.5 Benefits and Barriers for Conducting a SWOT Analysis	118
2.7.6 Multilevel SWOT Analysis	119
Summary	125

3. Strategy Formulation in the Marketing Planning Process	139
3.1 Strategic Marketing Planning	140
3.1.1 Vision and Mission Statement	141
3.1.2 Strategic Objectives	143
3.1.3 Estimation of the Planning Gap and Problem Diagnosis	144
3.1.4 The Search for Strategy Alternatives for Closing Planning Gap	146
3.1.5 Ansoff's Generic Strategies for Growth	146
3.1.6 Porter's Three Generic Strategies	150
3.1.7 The BCG Portfolio Matrix Model	154
3.1.8 The GE-Matrix Multifactor Portfolio Matrix	159
3.1.9 A New Product Portfolio Approach	162
3.1.10 Strategy Evaluation and Selection	162
3.1.11 Estimating Financial Consequences	164
3.2 Market Segmentation, Targeting and Positioning	168
3.2.1 The Benefits and Underlying Premises of Market Segmentation	168
3.2.2 The Segmentation, Targeting and Positioning Approach	169
3.2.3 Segmenting Consumer Markets (B2C)	172
3.2.4 Segmenting the Business Markets (B2B)	179
3.2.5 Segmenting International Markets and Countries	184
3.2.6 Target Marketing	186
3.2.7 Positioning Strategy	189
3.2.8 Difficulties of Implementing Segmentation in the Organisation	192
Summary	193
4. Marketing Mix in the Marketing Planning Process	203
4.1 Product and Service Decisions	204
4.1.1 Different Product Levels	204
4.1.2 Product and Service Strategies	207
4.1.3 Services Marketing	211
4.1.4 New Product Development (NPD)	217
4.1.5 The Product Life Cycle	224
4.1.6 New Products for the International Market	226
4.1.7 Branding Strategy	229
Summary	241
4.2 Pricing Decisions	243
4.2.1 A Pricing Framework	244
4.2.2 General Pricing Approaches	249
4.2.2.1 Cost-Based Pricing	249
4.2.2.2 Value-Based Pricing	252
4.2.2.3 Competition-Based Pricing	253
4.2.3 Pricing Services vs. Physical Product	254
4.2.4 Pricing new Products	255
4.2.5 Price Changes	257
4.2.6 Experience Curve Pricing	258
4.2.7 Product Line Pricing	259
4.2.8 Price Bundling	260
4.2.9 Segmented Pricing	261
4.2.10 International Pricing	262
4.2.11 Relationship Pricing	263

4.3 Distribution Decisions.	265
4.3.1 The Role of the Intermediary.	266
4.3.2 Types of Distribution Channel	267
4.3.3 International Market Entry Modes.	268
4.3.4 Designing and Managing the Channel Structure	271
4.3.5 Distributor Portfolio Analysis	284
4.3.6 Developing and Managing Relationships between Manufacturer and Distributor	284
4.3.7 Vertical Integration in the Distribution Channel	286
4.3.8 International Distribution Channel Design	290
4.3.9 Multichannel Distribution Systems	294
4.3.10 Marketing Logistics and Supply Chain Management.	297
4.3.11 Retailing and Wholesaling.	301
4.4 Communication Decisions	305
4.4.1 The Communication Process	305
4.4.2 The Promotional Mix	307
4.4.3 Advertising.	311
4.4.3.1 Theories of how Advertising Works.	311
4.4.3.2 Developing an Advertising Strategy	313
4.4.3.3 Standardization or Adaptation of Global Advertising	323
4.4.4 Sales Promotion	324
4.4.4.1 Major Sales Promotion Tools	325
4.4.4.2 Developing the Sales Promotion Program.	327
4.4.5 Public Relations	328
4.4.6 Sponsorship	329
4.4.7 Digital Marketing/Social Media Marketing	333
4.4.8 Direct Marketing	351
4.4.8.1 Database Marketing	353
4.4.8.2 Major Direct Marketing Tools	354
4.4.9 Personal Selling	357
4.4.9.1 Sales Management.	357
4.4.9.2 The Personal Selling Process	362
4.4.9.3 Personal Selling and Customer Relationship Management	364
4.4.10 Product Placement.	364
4.4.11 Push and Pull Strategies.	365
4.4.12 Multi-Channel Customer Management (MCCM)	367
4.4.12.1 Drivers of Multi-Channel Customer Management	368
4.4.12.2 Benefits and Problems with Multi-Channel Customer Management	369
4.4.12.3 Managing Multi-Channel Customer Management	370
4.4.13 Factors Affecting International Promotion Strategies	373
5. Implementation and Controlling in the Marketing Planning Process	383
5.1 Organizing and Implementing the Marketing Plan.	384
5.1.1 The Process of Developing the International Marketing Plan	384
5.1.2 Deciding on the International Marketing Mix	384
5.1.3 E-Marketing and its Effect on the International Marketing Mix	387
5.1.4 Writing the Marketing Plan Document	391
5.1.5 Implementation and the Management of Change	396
5.1.6 Barriers Impeding the Implementation of Marketing Plans	398

5.1.7 Deciding on the Marketing Organisation 403

5.1.8 The Role of Internal Marketing..... 410

5.2 Budgeting and Control 413

5.2.1 Marketing Productivity and Economic Results 413

5.2.1.1 Input Variables Influencing Marketing Productivity 415

5.2.1.2 Process Variables Influencing Marketing Productivity..... 416

5.2.1.3 Output Variables Influencing Marketing Productivity..... 416

5.2.2 Marketing Budgeting 418

5.2.3 Controlling the Marketing Programme..... 424

5.3 Ethical, Social and Environmental Aspects of Marketing Planning 425

5.3.1 Marketing Ethics 426

5.3.1.1 Ethical Issues in the Marketing Mix..... 427

5.3.1.2 Special Issues in Ethics..... 429

5.3.2 Social Marketing 437

5.3.3 Green Marketing 439

5.3.3.1 Levels of Green Marketing..... 439

5.3.3.2 Environmental Issues in the Marketing Mix 440

5.3.4 Corporate Social Responsibility 442

5.3.4.1 The Nature of Corporate Social Responsibility 442

5.3.4.2 The Dimensions of Corporate Social Responsibility 445

5.4 Developing and Managing Customer Relationships 448

5.4.1 Loyalty..... 450

5.4.2 Satisfaction of Customers and Employees..... 451

5.4.3 Customer Perception of Value 453

5.4.4 Customer Relationship Management (CRM) 455

5.4.5 One-to-One Marketing..... 457

5.4.6 Global Account Management (GAM)..... 459

5.4.7 Creating Long-Term Customer Value..... 466

5.4.8 Rethinking Marketing 470

References 479

About the Authors 497

Subject and Companies Index 499