BLACKWELL

ENCYCLOPEDIC DICTIONARY OF MARKETING

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布莱克韦尔营销学百科辞典

EDITED BY
BARBARA R.LEWIS
and DALE LITTLER

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Professor Cary L.Cooper and
Professor Chris Argyris

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BLACKWELL Business

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The Blackwell Encyclopedic Dictionary of Marketing

Edited by Barbara R. Lewis and Dale Littler

Manchester School of Management, UMIST

BLACKWELL
Business

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Foreword

It is a privilege to introduce this book and its contributors to a great new readership – the people of China.

In a transforming economy the challenge is to find new ways of managing and organising that harmonise with national culture. In meeting this challenge the most important tools are ideas and knowledge. This book is a toolbox containing a wealth of powerful and influential ideas. This is knowledge that has been influential in shaping how we think about what goes on in organisations, and which has stood the test of time. You will also find here ideas that are emerging as signposts for the future development of organisations and management. One major barrier to adopting this knowledge has been its restriction to the readers of specialist journals and books. This has led, over the years, to a great proliferation of specialist concepts and terminology – impenetrable jargon to the nonspecialist, making it unnecessarily difficult for lay readers to understand and get full value from the insights of scholars. The present volume solves this problem by providing a systematic inventory of key concepts, with clear explanations of them by a collection of the world's experts.

In a transforming economy like China, it is my hope that a book like this will be immensely valuable to

a) scholars and students who want a source book for key concepts, references to further reading, and linkages with other topics [cross references are indicated by words in SMALL CAPITALS]

b) business leaders and professionals who want clear explanations of management and organisational terms, and ideas about how to apply them in business settings

c) broad-minded and intelligent general readers who want quick digests of the essential academic knowledge on a given topic.

There are many ways of using a book like this. The cross-indexing system allows you to explore at will. If you pick a theme, you can follow a path of interconnected ideas through the main areas of business and management. For readers in China, as a region in the

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midst of radical economic and social change, so of these might be as follows:

1. **Management style**. What kinds of leadership seem to work best and why? What are the preconditions for effective authority?
[see, for example, entries on: CEOS; DELEGATION; ENTREPRENEURSHIP; LEADERSHIP, MANAGERIAL BEHAVIOR; MANAGEMENT STYLE; POWER; RISK-TAKING; STRATEGIC MANAGEMENT; SUCCESSION PLANNING; SUPERVISION; TEAMBUILDING; TOP MANAGEMENT TEAMS; TURNAROUND MANAGEMENT; WOMAN MANAGERS]

2. **Organisational design**. How do you get the best out of people through how you organise tasks, communication networks and decision-making systems?
[see, for example, entries on: BUREAUCRACY; COMMUNICATION; DECENTRALIZATION; FAMIL Y FIRMS; INFORMATION TECHNOLOGY; JOB DESIGN; MATRIX ORGANIZATION; MUL TINA TIONAL CORPORATIONS; ORGANIZATION DEVELOPMENT; ORGANIZATIONAL DESIGN; ORGANIZATIONAL EFFECTIVENESS; RESTRUCTURING; SOCIOTECHNICAL THEORY; TECHNOLOGY]

3. **Human Resource systems**. What is current accepted wisdom about the effectiveness of key practices and processes? How do you make them work best?
[see, for example, entries on: ASSESSMENT CENTRES; DISABILITY; HOURS OF WORK; HUMAN RESOURCE STRATEGY; JOB ANALYSIS; MANAGEMENT DEVELOPMENT; NEGOTIATION; PARTICIPATION; PAYMENT SYSTEMS; PERFORMANCE APPRAISAL; PSYCHOLOGICAL CONTRACT; RACE; RECRUITMENT; SAFETY; SELECTION METHODS; TRAINING]

4. **Individual performance and adaptation**. Under conditions of change, which methods work best and how do people's motives translate into productive action?
[see, for example, entries on: ABSENTEEISM; CHANGE METHODS; COMPETENCIES; CREATIVITY; ERRORS; GOAL SETTING; INTERPERSONAL SKILLS; MENTAL HEALTH; MOTIVATION; PERFORMANCE, INDIVIDUAL; PERSONALITY; PRODUCTIVITY; QUALITY CIRCLES; STRESS]

5. **The cultural context for management**. How can we best understand and analyse how values and practices adapt to different national and industrial contexts?
[see, for example, entries on: CRISES; CULTURE; DOWNSIZING; EXPATRIATES; GOVERNMENT AND BUSINESS; INTERNATIONAL MANAGEMENT; MANAGEMENT OF DIVERSI-

TY; ORGANIZATIONAL CULTURE; POPULATION ECOLOGY; PRIVATIZATION; TECHNOLOGY TRANSFER]

6. **Strategic decision making**. What are the hazards and opportunities for how business plans are formulated? How can groups and teams be used to best effect? what biases distort judgement?

[see, for example , entries on: BEHA vIORAL DECISION THEORY; CONSULTANCY INTER VENTION METHODS; DECISION MAKING; DIVERSIFICATION; GROUP DECISION MAKING; INNOVATION; MERGERS & ACQUISITIONS; NETWORKING TOTAL QUALITY MANAGEMENT]

7. **Ethics**. What do we know about how principled business can be achieved in demanding market environments? How can employees be encouraged to act as good corporate "citizens" and businesses as socially responsible forces?

[see, for example, entries on: BUSINESS ETHICS; CONFLICT, CORPORATE SOCIAL PERFORMANCE; DISCRIMINATION; JUSTICE; LEARNING ORGANISATION; MORAL DEVELOPMENT; ORGANIZATIONAL CITIZENSHIP; POLITICS; VALUES]

This list is not exhaustive. There are almost as many ways of using this book as there are entries. For this reason it is my hope and belief that Chinese readers will find their own special interests served by its rich contents.

Nigel Nicholson
London Business School
September 1999

Preface

Marketing poses an interesting challenge for the lexicographer: the subject may be long established in practice, but its emergence as a formalized area of academic interest with its own concepts, techniques, terms, and theories is relatively recent. As with other areas of management which are now foci of cerebral scrutiny, there is more looseness than tightness about the terminology and range of its interests. There is, then, much scope still for contention about the essence of the academic discipline of marketing, although the ongoing debate may naturally reflect the evolving nature of the subject as much as the lack of a clear consensus emanating from its limited heritage.

Despite this, marketers in general do tend to employ a core language about which there is, at least, some degree of visible agreement, even though there may, in not infrequent cases, be some lack of precision and even conflict about interpretations that we may not have been clearly able to clarify or resolve. This common ground of the core language has formed the base of this volume, with elements garnered from a wide array of sources, including our residential experts on particular aspects of marketing here in the Marketing Group at the Manchester School of Management. The cull of the resulting long list of terms, concepts, and areas of marketing was to a large extent the result of the arbitrary decisions of the editors. The task was somewhat simplified because for many topics there were several prospective entries used in similar ways, and where this applied we have used extensive cross-referencing.

The result we hope reflects the foundations of marketing, and provides a starting point for further investigation, a means of confirmation, or an easy source of reference.

We are grateful for the assistance, in the development of this volume, of our colleagues in the Marketing Group at the Manchester School of Management, some of whom have subsequently moved on. They are (in alphabetical order): Margaret Bruce, Mike Greatorex, Steve Greenland, Nigel Holden, Fiona Leverick, Vince Mitchell, Dominic Wilson, Steve Worrall, Mo Yamin, and David Yorke.

We are also indebted to Beryl Boswell and Patrizia Venosa for their typing and effective co-ordination of material from diverse sources. Their contribution has been eminently clear to us.

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— A —

action The term "action" appears at the CONATIVE (or behavioral) STAGE of models of MARKETING COMMUNICATIONS and refers to positive acts of the buyer/customer/consumer such as seeking further information from the supplying organization, TRIAL of the product or service together with the first (and, ultimately, repeat) purchase of the product or service. Triggering desired forms of "action" is best achieved by specific communication techniques such as ADVERTISING (for seeking further information), and PERSONAL SELLING (for trial and purchase), although more recent developments in DIRECT MARKETING such as DIRECT MAIL, OFF THE PAGE selling, and TELEMARKETING are now being used to generate a complete range of actions.

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adaptive strategy This is one of three strategic styles, the others being the ENTREPRENEURIAL and PLANNING, suggested by Mintzberg (1973). The adaptive mode is suited to large, often non-profit-oriented, organizations that will tend to be in the public sector. They do not have unambiguous goals and there are many different interest groups within the organization, each with their own objectives and agenda. Consequently, strategy often emerges through a process of bargaining and consensus-seeking, similar to that identified by Cyert & March (1963). This approach to strategy formation can be contrasted with the entrepreneurial style of bold decision-making. This is generally a feature of small organizations dominated by the owner-manager. However, such a perspective ignores research (e.g., Golby & Johns, 1971) suggesting that many small firms tend to be rather conservative, with their owners preferring to ensure continued control rather than engaging in taking significant risks with a view to securing significant growth. Large firms, particularly those with a dominant chief executive, may also engage in entrepreneurial strategy formation. Finally, the planning mode is the traditional approach to STRATEGIC PLANNING and tends to be suited to large, bureaucratic, organizations operating in relatively stable environments with the resources to afford the detailed analysis such an approach requires.

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adoption process The consumer adoption process is a micro process and focuses on the "mental process through which an individual consumer passes from first hearing about an

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innovation, to final adoption," i.e., the consumer goes through a series of stages of acceptance in the process of adopting a new idea.

Rogers (1983) defines these stages as the following: Awareness: the consumer is exposed to a product innovation, is cognizant of it, but lacks information about it. Interest: the consumer is stimulated to seek information about an innovation. Evaluation: the consumer considers whether or not it would make sense to try the innovation, a "mental trial." Trial: the consumer tries the innovation on a small scale, if possible, to improve his/her estimate of the product's utility. Adoption/rejection: the consumer decides to make full/regular use of the product.

An alternative model, offered by Robertson (1971), the "acceptance process," has stages of problem recognition, awareness, comprehension, attitude formation, legitimation/conviction, trial, and adoption. This model focuses on the use of particular information sources at the various stages. Typically, impersonal sources (e.g., MASS MEDIA) have most value in creating initial product awareness, and INTERPERSONAL COMMUNICATIONS have most value at the later, evaluative, stages.

Time pervades the adoption process in relation to: the time from awareness of a new product to purchase (for an individual consumer or household); the identification of adopter categories; and rate of adoption. With respect to adopter categories, Rogers (1983) assumed a normally distributed adopter pattern of: innovators, early adopters, early majority, late majority, and laggards. Rate of adoption refers to how quickly a product innovation is accepted by those who will adopt it; for example mobile telephones and video recorders have been adopted much more quickly than dishwashers and electric toothbrushes.

The adoption process is affected by product characteristics (*see* DIFFUSION PROCESS) and by consumer variables. With respect to consumer variables, a number of researchers have tried to profile early adopters and consumer innovators in relation to: demographic and socioeconomic factors, personality traits, perceptions of risk, product interest, consumption characteristics, media habits, and opinion leadership, but have found varying conclusions.

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advertisement *see* ADVERTISING

advertising Advertising is a paid form of non-personal presentation and communication about an organization and/or its goods and services, by an identified sponsor, that is transmitted to a target audience through a mass medium.

Advertising is a one-way communication from an organization to a customer and is subject to the consumer selective processes of: exposure, perception, selection, distortion, and retention (*see* CONSUMER PERCEPTIONS, SELECTIVE EXPOSURE, and SELECTIVE RETENTION), i.e., the audience is not obligated to be attentive or respond, which in turn depends on: consumer attributes, needs and values, predispositions, characteristics of the company and its messages, and channels of communications. Key features of advertising are: its public presentation, which confers a legitimacy; its persuasive nature, which is possible through repetition; and its expressive nature in so far as it dramatizes a company and its products or services.

Advertising is an integral element of an organization's MARKETING COMMUNICATIONS (*see also* COMMUNICATIONS MIX). It may be planned and executed within an organization or handed over to specialists, i.e., advertising agencies (*see* AGENCY). Advertising is an

industry in its own right although it employs relatively few people, the major expenditures being for media time and space.

The major stages in the development of an organization's advertising are: setting advertising objectives; deciding on the budget; planning messages; selecting the media; and evaluating advertising effectiveness.

Advertising objectives flow from prior decisions on an organization's target MARKET (or segments; (*see* MARKET SEGMENTATION), market POSITIONING and MARKETING MIX and are various (e.g., Colley (1961) lists 52 possible objectives). They are concerned with informing, persuading and reminding current and potential buyers/customers/consumers, including other organizations in the DISTRIBUTION chain, with respect to products, and organizations/institutions (*see also* COMMUNICATIONS OBJECTIVES). Product and brand advertising is typically focused on generating or defending sales whereas institutional advertising is usually concerned with promoting an organization's image or reputation, developing goodwill, or improving a company's relationships with various groups to include customers, channels (of distribution) members, suppliers, shareholders, employees, and the general public.

In setting the advertising budget, organizations may take account of factors such as stage in the PRODUCT LIFE CYCLE, MARKET SHARE and customer base, competition, advertising frequency, and product substitutability. These and other variables are built into advertising expenditure models which, as a result of developing computer technology, are becoming increasingly complex. The advertising budget can be established on the basis of what is affordable, as a percentage of sales, on the basis of competitors' expenditures, on the basis of objectives and tasks.

Advertising messages represent the creative aspect of advertising (*see* MESSAGE) and organizations are concerned with developing messages, evaluating and selecting among them, and executing them effectively.

In deciding on advertising media, it is necessary to take account of the desired REACH, FREQUENCY, and IMPACT; choose among the major media types and vehicles; and decide on media timing.

The choice of media types is influenced by considerations such as the product/service being advertised, target audience media habits, the advantages and limitations of the media, and their costs. Advertising media comprise: TELEVISION, RADIO, NEWSPAPERS, MAGAZINES, TRADE JOURNALS, POSTERS (BILLBOARDS), and DIRECT MAIL. They are distinguished from other forms of communication (*see* MARKETING COMMUNICATIONS and COMMUNICATIONS MIX), e.g., PUBLICITY, because the time and/or space has to be paid for.

Developing of advertising messages and choice of media is influenced, in part, by product sensitivity and advertising controls. For example, companies need to be aware of the sensitive nature of advertising alcohol and tobacco, the misuse of which may contribute to health and social problems. Advertising controls embrace government (legal) regulations and self-regulation. Various legal statutes impinge on advertising, e.g., the Trades Descriptions Act, the Medicines Act, food and drug labeling requirements, consumer credit regulations, together with restrictions with respect to the advertising of alcohol, tobacco, medicines, professional services, etc. Examples of industry self-regulation may be seen in various CODES OF PRACTICE, the Advertising Standards Authority, and the television advertising standards authorities.

The effectiveness of advertisements may be assessed in two major ways: pre-testing adverts (e.g., copy testing) and post-evaluating their effectiveness (e.g., recall and recognition tests). Advertisers also try to measure the communications effects on awareness, knowledge, preferences, and sales, although it is accepted that relationships between advertising and sales are not necessarily causal due to: the influence of other variables in the marketing mix; competitors' activities; and sales effects over time, e.g., adverts may not be seen immediately, impact may be later, there may be carry-over effects, or sales may be brought forward at the expense of future sales.

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advertising agency *see* AGENCY

affective stage MARKETING COMMUNICATIONS models, which state that a target buyer or customer moves along a spectrum from a state of ignorance or unawareness of an organization and/or its products or services to ultimately making a purchase, comprise three principal stages, namely, the COGNITIVE, affective, and CONATIVE (or behavioral).

The affective stage is that which attempts to create a preference for one product, brand, or service in the target buyer's or customer's mind, in relation to all others. In other words, communications at the affective stage are designed to develop, maintain, and reinforce positive attitudes in the mind of the target buyer, customer, or consumer. Investment of resources of time and money in attaining such an objective can be huge, but there is plenty of research evidence to support the notion that it can be achieved, e.g., Volvo is synonymous in many people's minds with security or safety, after spending millions of financial resource and many man-hours both on developing and testing safety features in their cars and also on telling potential customers that they have effectively done so. Currently, major organizations are seemingly attempting to show that they are "environmentally-conscious," i.e., that their concern for reducing the erosion of the Earth's resources is reflected in their product or service offerings.

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agency An organization can develop its own ADVERTISING and promotional (*see* PROMOTION) skills or use those of an agency, either in-house, which is owned and controlled by the parent company, or one that is independent. Cost is a major consideration but other factors, such as generating an external perspective and the facility to offer a complete range of services from market research to distribution, may play a role in the client–agency relationship.

Advertising agencies vary, both in size and in expertise. Some are international, others local, some specialize in e.g., BUSINESS-TO-BUSINESS MARKETING, RETAILING, fashion, or finance, others handle a variety of accounts.

Traditionally, agencies have not been considered to be highly business-oriented, preferring to offer creativity without the corresponding and complementary cost-effectiveness. More clients, as a result of greater competition in their own markets, are now seeking a more measurable return for the resources spent by their agencies.

Typically, an agency is organized into three functions, namely, client services (each client has an account manager), creative services (responsible for design and production), and marketing services (market research and media buying). Specialist agencies exist for media ADVERTISING, SALES PROMOTION, PUBLIC RELATIONS, and PACKAGING.

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Aida model This is one of a number of models of MARKETING COMMUNICATIONS which show how a targeted buyer or customer progresses from a state of unawareness of a product or service to purchase of it. The Aida model is an acronym for: Attention → Interest → Desire →Action.

The first term relates to the COGNITIVE STAGE of the process, indicating a need for the marketing communicator to gain the receiver's ATTENTION before attempting to do anything else. Developing INTEREST and desire (to purchase) are elements in the AFFECTIVE STAGE, i.e., where positive attitudes toward and preference for the product or service are sought. ACTION is the CONATIVE STAGE (the purchase).

Measures taken before and after a form of communication is used will enable objective(s) to be set and the success of it to be analyzed. Progression logically through the stages is not always possible – indeed much depends on the product or service being offered and the target groups of receivers.

See also **Communications objectives**

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AIOs (activities, interests, and opinions) *see* LIFESTYLES

atmospherics "Atmospherics is the tailoring of the designed environment to enhance the likelihood of desired effects or outcomes in users" (Greenland & McGoldrick, 1994). Other definitions focus upon the more subtle design effects that influence consumers at an almost subconscious level: "Atmospherics – the design of an environment via visual communications, lighting, colors, music and scent to stimulate customers' perceptual and emotional responses and ultimately affect their purchase behavior" (Levy & Weitz, 1995).

The term was coined by Kotler (1973) in relation to a retail environment's contribution to its buyer's or customer's purchasing propensity. It is, however, relevant to a broad spectrum of product retailing and service environments and is an important consideration in both staff, as well as customer, management. Effective use of atmospherics can enhance a retail outlet's designed environment, improving staff satisfaction and performance levels, as well as stimulating favorable reactions and behavior in customers. Such favorable outcomes might include a propensity for customers to spend more time in the store and improvements in levels of impulse purchasing, store patronage, and image.

See also **Impulse purchasing; Store design**

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STEVE GREENLAND

attention Attention is the first stage in the AIDA MODEL of MARKETING COMMUNICATIONS. Depending upon the channel of communication used, various stimuli may be used to gain attention, e.g., in the broadcast media, the first five seconds may need something emotionally appealing; in print media, the use of a dramatic headline or the use of color may have a positive effect; in PERSONAL SELLING, appearance; or in TELEMARKETING, the initial verbal contact may be important.

Cost-effectiveness is vital in gaining attention. Broadly, less personal forms of communication such as media ADVERTISING are more cost-effective at this stage, although personal selling and telemarketing may be of use with higher value products or services.

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attitudes *see* CONSUMER ATTITUDES

awareness Awareness is the first step in the DAGMAR, HIERARCHY OF EFFECTS, and INNOVATION-ADOPTION models of MARKETING COMMUNICATIONS which focus on the consumer purchasing process. At this initial stage in the buying process, the potential customer/buyer is made aware of the existence of the product, service, or organization supplying it. Various stimuli may be used to create awareness in the buyer's or customer's mind, depending on the channels of communication used (*see* COMMUNICATIONS MIX). Awareness is sometimes difficult to achieve due to the consumer's selective processes (*see* SELECTIVE EXPOSURE and CONSUMER PERCEPTIONS).

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BCG matrix The BCG matrix, as its name implies, is the eponymous technique developed by the Boston Consultancy Group, that gained popularity in the 1970s. It was advanced as a technique for assisting companies to analyze their diverse business portfolios. It is based on two major premises. The first relates to what the BCG terms the experience curve effect by which the total costs involved in manufacturing, distributing, and selling a product decline with increased experience in production. The experience is a composite of economies of scale and specialization; the modifications to or redesign of products to obtain lower costs; productivity improvements from technological change and/or learning effects leading to the adoption of new production methods; and the displacement of less efficient factors of production. The effects of experience can be depicted by plotting real unit cost against cumulative production volume as a measure of accumulated experience. If logarithmic scales are used then a straight line is normally obtained. In fact, the Boston Consultancy Group argued that real unit costs fall by 20 to 30 percent for each doubling of cumulative experience. The implication, then, is that businesses should focus on securing high volume, and therefore high MARKET SHARE, through aggressive pricing. The second premise is that the consumption of resources, in particular cash, is a direct function of market growth. BCG developed a four-box matrix (*see* figure 1) with market growth and market share relative to that of the next largest competitor (since this is the true indicator of COMPETITIVE ADVANTAGE) as the two parameters. Each is measured as "high" or "low." Businesses can then be categorized according to whether or not they are "stars" (high market growth, low relative market share); "cash cows" (low growth, high share); "problem children" (high growth, low share); or "dogs" (low growth, low share). The cash cows should have lower costs than their rivals and demand comparatively lower investment. They therefore generate cash which can be employed to convert some of the "question marks" into "stars" which are essentially cash neutral. The stars of today should become the cash cows of the future. Generally, it is argued that the deletion of the "dogs" should be seriously considered.

Relative market share

Market Growth	High	Low
High	Stars	Problem Children
Low	Cash cows	Dogs

Figure 1 The BCG Matrix

The technique has been extensively reviewed and apparently accepted, probably because of its simplicity and easy comprehensibility. However, there have been many criticisms. There may be problems in defining "market" and hence "market share"; the measures of "high" and "low" are subjective and easily manipulatable; the possibilities of external financing are excluded from the analysis; and the influence of NON-PRICE FACTORS on demand tends to be ignored. Moreover, the approach is overly deterministic and the acceptance of its prescriptions could lead to suboptimum and even significantly inappropriate decisions. For example, so-called "dog" businesses might have cost and demand interrelationships with other businesses, and to delete these, as the analysis implies, could have adverse consequences for

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