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[美] Greg W. Marshall 著
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营销学精选教材·双语注释版

营销管理精要

ESSENTIALS OF
MARKETING MANAGEMENT

1E

第1版

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北京大学出版社
PEKING UNIVERSITY PRESS

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著作权合同登记号 图字:01-2012-6861

图书在版编目(CIP)数据

营销管理精要:英文/(美)马歇尔(Marshall, G. W.), (美)约翰斯顿(Johnston, M. W.)著;符国群译注. —北京:北京大学出版社, 2013. 8

(营销学精选教材·双语注释版)

ISBN 978-7-301-23015-2

I. ①营… II. ①马…②约…③符… III. ①营销管理—教材—英文 IV. ①F713.50

中国版本图书馆 CIP 数据核字(2013)第 183485 号

Greg W. Marshall, Mark W. Johnston

Essentials of Marketing Management, 1st edition

ISBN:0-07-802878-7

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书 名:营销管理精要(第 1 版)

著作责任者:[美]Greg W. Marshall Mark W. Johnston 著 符国群 译注

责任编辑:刘 京

标准书号:ISBN 978-7-301-23015-2/F·3717

出版发行:北京大学出版社

地 址:北京市海淀区成府路 205 号 100871

网 址: <http://www.pup.cn>

电子信箱: em@pup.cn QQ: 552063295

新浪微博: @北京大学出版社 @北京大学出版社经管图书

电 话: 邮购部 62752015 发行部 62750672 编辑部 62752926 出版部 62754962

印 刷 者: 北京宏伟双华印刷有限公司

经 销 者: 新华书店

850 毫米×1168 毫米 16 开本 28.75 印张 572 千字

2013 年 8 月第 1 版 2013 年 8 月第 1 次印刷

印 数: 0001—3000 册

定 价: 56.00 元

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出版者序言

作为一家致力于出版和传承经典、与国际接轨的大学出版社,北京大学出版社历来重视国际经典教材,尤其是经管类经典教材的引进和出版。自2003年起,我们与圣智、培生、麦格劳-希尔、约翰-威利等国际著名教育出版机构合作,精选并引进了一大批经济管理类的国际优秀教材。其中,很多图书已经改版多次,得到了广大读者的认可和好评,成为国内市面上的经典。例如,我们引进的世界上最流行的经济学教科书——曼昆的《经济学原理》,已经成为国内最受欢迎、使用面最广的经济学经典教材。

呈现在您面前的这套“引进版精选教材”,是主要面向国内经济管理类各专业本科生、研究生的教材系列。经过多年的沉淀和累积、吐故和纳新,本丛书在各方面正逐步趋于完善:在学科范围上,扩展为“经济学精选教材”、“金融学精选教材”、“国际商务精选教材”、“管理学精选教材”、“会计学精选教材”、“营销学精选教材”、“人力资源管理精选教材”七个子系列;在课程类型上,基本涵盖了经管类各专业的主修课程,并延伸到不少国内缺乏教材的前沿和分支领域;即便针对同一门课程,也有多本教材入选,或难易程度不同,或理论和实践各有侧重,从而为师生提供了更多的选择。同时,我们在出版形式上也进行了一些探索和创新。例如,为了满足国内双语教学的需要,我们改变了影印版图书之前的单纯影印形式,而是在此基础上,由资深授课教师根据该课程的重点,添加重要术语和重要结论的中文注释,使之成为双语注释版。此次,我们更新了丛书的封面和开本,将其以全新的面貌呈现给广大读者。希望这些内容和形式上的改进,能够为教师授课和学生学习提供便利。

在本丛书的出版过程中,我们得到了国际教育出版机构同行们在版权方面的协助和教辅材料方面的支持。国内诸多著名高校的专家学者、一线教师,更是在繁重的教学和科研任务之余,为我们承担了图书的推荐和评审工作;正是每一位评审者的国

际化视野、专业眼光和奉献精神,才使得本丛书聚木成林,积沙成滩,汇流成海。此外,来自广大读者的反馈既是对我们莫大的肯定和鼓舞,也总能让我们找到提升的空间。本丛书凝聚了上述各方的心血和智慧,在此,谨对他们的热忱帮助和卓越贡献深表谢意!

“千淘万漉虽辛苦,吹尽狂沙始到金。”在图书市场竞争日趋激烈的今天,北京大学出版社始终秉承“教材优先,学术为本”的宗旨,把精品教材的建设作为一项长期的事业。尽管其中会有探索,有坚持,有舍弃,但我们深信,经典必将长远传承,并历久弥新。我们的事业也需要您的热情参与!在此,诚邀各位专家学者和一线教师为我们推荐优秀的经济管理图书(em@pup.cn),并期待来自广大读者的批评和建议。您的需要始终是我们为之努力的目标方向,您的支持是激励我们不断前行的动力源泉!让我们共同引进经典,传播智慧,为提升中国经济管理教育的国际化水平做出贡献!

北京大学出版社
经济与管理图书事业部
2013年6月

关于本书

适用对象

本书适合作为商学院高年级本科生、研究生和 MBA 的营销管理课程教材,也可作为公司经理人员的参考用书。

内容简介

本书是一本真正全新的营销管理教材——真实捕捉和把握营销管理实践,清晰地把握营销管理相关的最新知识,尤其是新营销时代的营销管理决策知识带到课堂;同时,内容覆盖日常营销功能管理的核心领域,侧重管理决策与应用;将营销规划、领导力、营销测度、价值、顾客中心、全球化、营销伦理、技术与数据驱动的营销、营销与其他业务功能的互动与融合等多个主题整合成系统的知识体系;采用新颖、轻松的笔调,专业、全面的风格,将一线营销经理的工作经历,面对机会与挑战如何做出决策的实例鲜活地予以呈现。

主要特色

本书基于新营销时代营销管理具有的新特点——侧重战略,聚焦于顾客价值,强调员工、过程、系统和战略等内部要素的整合与协调,关注对营销投资效果的测量与检测,把服务作为产品的驱动因素,在培养新顾客的同时把发展长期顾客关系和开发有利可图的顾客置于核心位置,将市场营销视为企业内每个人共享的职能,对营销伦理与道德的强调与承诺——为管理领域的学生、教师和经理人员真实、全面、生动地呈现在今天成功的组织里营销管理究竟是如何运作的。

- 新营销时代的营销管理教材:在战略、运作和战术层面展示营销领域的最新发展,并在三者之间保持平衡。

- 全新的营销管理知识体系:整合营销规划、领导力、营销测度、价值、顾客中心、全球化、营销伦理、技术与数据驱动的营销、营销与其他业务功能的互动与融合等多个主题。

- 基于全新教学理念的编写体例:加入道德维度、短小实例、营销计划练习,体现新的营销管理教学方法。

教辅资源

本书配套教辅资源包括教师手册、课堂 PPT 和题库,任课老师可填写书后教辅申请表来函索取。

To Patti and Justin

-Greg

To Susan, my love, and Grace, my joy, thank you

-Mark

ABOUT THE AUTHORS

Greg W. Marshall

Greg W. Marshall is the Charles Harwood Professor of Marketing and Strategy in the Roy E. Crummer Graduate School of Business at Rollins College in Winter Park, Florida. He earned his Ph.D. in Business Administration from Oklahoma State University, taking a marketing major and management minor, and holds a BSBA in marketing and MBA from the University of Tulsa. Before joining Rollins, Greg was on the faculty at the University of South Florida, Texas Christian University, and Oklahoma State University.

Prior to returning to school for his doctorate, Greg's managerial industry experience included 13 years in consumer packaged goods and retailing with companies such as Warner Lambert, Mennen, and Target Corporation. He also has considerable experience as a consultant and trainer for a variety of organizations in industries such as hospitality, financial services/insurance, defense contracting, consumer products, information technology, government, and not-for-profit. Greg has been heavily involved in teaching Marketing Management at multiple universities to both MBA and undergraduate students and has been the recipient of several teaching awards both within his schools and within the marketing discipline.

He is editor of the *Journal of Marketing Theory and Practice* and from 2002–2005 was editor of the *Journal of Personal Selling & Sales Management*. Greg serves on the editorial review boards of the *Journal of the Academy of Marketing Science*, *Industrial Marketing Management*, and *Journal of Business Research*, among others. Greg's published research focuses on the areas of decision making by marketing managers, intraorganizational relationships, and sales force performance.

Greg is past president of the American Marketing Association Academic Division and also was a founder and served for five years on its Strategic Planning Group. He is a Fellow and past-president of the Society for Marketing Advances, presently serves as president-elect for the Academy of Marketing Science, and is a member of the board of directors of the Direct Selling Education Foundation.

Mark W. Johnston

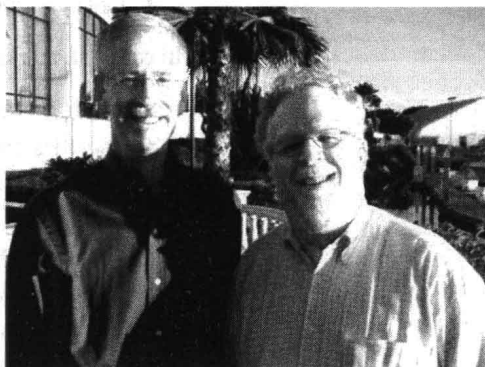
Mark W. Johnston is the Alan and Sandra Gerry Professor of Marketing and Ethics in the Roy E. Crummer Graduate School of Business at Rollins College in Winter Park, Florida. He earned his Ph.D. in Marketing in 1986 from Texas A&M University. Before receiving his doctorate, he worked in industry as a sales representative for a leading distributor of photographic equipment. His research has been published in a number of professional journals including *Journal of Marketing Research*, *Journal of Applied Psychology*, *Journal of Business Ethics*, *Journal of Marketing Education*, *Journal of Personal Selling & Sales Management*, and many others. Mark is also an active member in the American Marketing Association and Academy of Marketing Science.

Mark has been retained as a consultant for firms in a number of industries including personal health care, chemical, transportation, hospitality, and telecommunications. He has consulted on a wide range of issues involving strategic business development, sales force structure and performance, international market opportunities, and ethical decision making. Mark also works with MBA students on consulting projects around the world for companies such as Tupperware, Disney, and Johnson & Johnson.

He has conducted seminars globally on a range of topics including the strategic role of selling in the organization, developing an ethical framework for decision making, improving business unit performance, and structuring an effective international marketing department. Mark continues to provide specialized seminars to top managers on strategic marketing issues.

For more than two decades Mark has taught Marketing Management working with thousands of students. His hands-on, real-world approach to marketing management has earned him a number of teaching awards.

In addition to working together on *Essentials of Marketing Management*, Greg and Mark are the co-authors of three other McGraw-Hill/Irwin titles: *Marketing Management*, 1st edition, *Relationship Selling*, 3rd edition, and *Churchill/Ford/Walker's Sales Force Management*, 10th edition.



PREFACE

INTRODUCTION

No doubt about it, the field of marketing is *really changing*—so much so that the American Marketing Association recently unveiled a change in the “official definition” of marketing:

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Recent changes in the practice of marketing management are dramatic and important, and call attention to a number of organizational issues in today’s business milieu that differ from the past. In general, marketing management today is:

- Very strategic—customer centricity is now a core *organizational* value.
- Focused on facilitating value for the customer.
- Concerned with internal alignment of people, processes, systems, and strategies to effectively compete through a customer focus.
- Accountable to top management through diligent attention to metrics and measurement.
- Oriented toward service as the driver of product.
- Long-term customer relationship-centered understanding of the need to develop deep commitments from current profitable customers while also cultivating new ones.
- “Owned” by everybody in the firm, to one degree or another.
- Critically committed to exhibiting the utmost ethical behavior in all dealings.

In contrast, marketing management in the past has been:

- Much less strategic in nature.
- Very 4Ps oriented—more tactical.
- Less relationship-centered, thus focused on shorter time horizon decision making.
- Less focused on the ability to facilitate value for the customer.
- Oriented toward product as the core deliverable.
- Done by marketing *departments*.
- Much less accountable to upper management in terms of measurement of marketing success.

WHY WE WROTE THIS BOOK

Given the dramatic changes in the field of marketing, it is a sure bet that the job of leading and managing marketing's contributions to (quoting from the last line of the AMA definition) "customers, clients, partners, and society at large" has changed at a concurrent level. Yet, no marketing management book on the market today fully and effectively captures and communicates to students how marketing management is really practiced in the 21st-century world of business. Clearly, it was time for an updated approach to teaching and learning within the field. This book is designed to fulfill this need.

We hear it from colleagues all the time—the complaint that the book they are using in their marketing management course “doesn’t say what I believe the students need to hear” or that it “doesn’t match what my MBAs actually do on the job” or that it “reads like an encyclopedia of marketing” or that it “has too much about everything and not enough focus on anything.” During the development process for this book we’ve heard comments like these and others from hundreds of colleagues in focus groups, in written reviewer comments, and in numerous casual conversations about the course. We’ve become convinced that such comments truly are pervasive among instructors who teach marketing management, whether as the introductory MBA course, capstone undergraduate course, or first focal course after the undergraduate marketing principles course. Many marketing management instructors are looking for a book that is:

- Written for today's students in an up-to-date, user-friendly, yet professional and thorough, style.
- Able to strike an effective balance between presenting the new world order of marketing at the strategic, operational, and tactical levels.
- A step up from the previous norm in terms of support materials for the classroom.

Marshall/Johnston's *Essentials of Marketing Management* has taken great effort to represent marketing management the way it is actually practiced in successful organizations today. In our view, leading and managing the aspects of marketing to improve individual, unit, and organizational performance—**marketing management**—is a *core business activity*. Its relevance is not limited to just marketing departments or marketing majors. And business students of all backgrounds should appreciate the impact of effective marketing management on their own professional careers as well on as the overall success of their organizations. Bottom line, the ability to do great marketing management is relevant to *everyone in a firm*.

The content of the book reflects the major trends in the managerial practice of marketing, and the pedagogy is crafted around *learning and teaching preferences in today's classroom*. Above all, it is written in a style that is appealing for both students and instructors so that students will actually enjoy reading the material and instructors will be proud to teach from it and confident about presenting its up-to-date, professional, and thorough approach to their courses.

STRUCTURE OF THE BOOK

Marshall/Johnston's *Essentials of Marketing Management* has four major parts, reflective of the logical sequence of building blocks for the course.

- **Part One: Introduction to Marketing Management.** In this part, students gain an understanding of the dynamics of the field. Significant attention is paid to framing the importance of studying marketing to future success as a manager. Global marketplace issues are presented early in the book based on the idea that today, truly *all marketing is global*. And to kick off the marketing planning theme early in the course, comprehensive coverage of this aspect along with an example marketing plan appears in Part One.
- **Part Two: Information Drives Marketing Decision Making.** It has often been said that information is the fuel that fires the engine of marketing management decision making. With this in mind, Part Two begins with a unique and highly useful treatment of customer relationship management (CRM), presented in the context of connecting CRM capabilities with other relevant competencies and capabilities of successful marketers. It also includes a substantive discussion of how managers select and execute marketing metrics for decision making. The remainder of this part focuses on effective management of information to better understand competitors and customers, both in the consumer and business marketplaces.
- **Part Three: Developing the Value Offering.** Effective segmentation, target marketing, and positioning are at the core of successful marketing and this part provides a modern managerial treatment of these critical topics, followed by a comprehensive drill-down into today's world of product strategy, branding, and new-product development. Reflecting the notion that service is a key driver of product success, the book makes important links between service and the overall offering. Part Three concludes with a fresh, managerially relevant treatment of pricing decision making.
- **Part Four: Communicating and Delivering the Value Offering.** This part takes an integrative approach to the multitude of modes at a manager's disposal today by which an offering can be made available to customers as well as the array of new-age and traditional marketing communication vehicles.

KEY FEATURES OF THE BOOK

ETHICAL DIMENSION 2

HP's Ethical Scandal Impacts Marketing Strategy

Developing a strategic marketing focus in an organization requires a commitment from senior management. As Jack Welch maintained, good managers create, articulate, become passionate about, and focus the company on a vision. That requires a clear focus on what is and, critically, what is not important to the firm.

Many issues confront senior managers and it is easy to lose focus. For example, senior management is rightfully concerned about competitors or even the general public gaining access to sensitive company information (for example, financial data, cost figures, future marketing strategies, product plans, and pricing programs). To help protect sensitive data from getting into the wrong hands, companies implement sophisticated security measures. At the same time, the Sarbanes-Oxley Act of 2002 (commonly referred to as SOX) established specific procedures and processes to ensure ethical conduct at the highest levels of a company including the board of directors and senior management.

In the vast majority of companies the conflicting demands of securing sensitive information and open disclosure of business procedures exist relatively harmoniously. However, occasionally the system fails and the result is scandal and even criminal activity. Hewlett-Packard (HP), one of the leading global technology companies, found itself involved in a scandal that led to the dismissal of two members of its Board of Directors and the firing of several employees. The scandal was initiated when *The Wall Street Journal* reported sensitive information about future business plans that were meant to be communicated only inside the company and an internal discussion among the Board of Directors. Former HP Chairman Patricia Dunn was determined to find out who was leaking the information and started an investigation into the personal and business communications (phone calls, e-mail, etc.) of several board members without their knowledge.

Were the people involved in this case simply unethical by nature? Evidence about some of the players' career tracks suggests just the opposite. Indeed, one of the first HP officers was the ethics chief for the company and also a well-respected attorney. While stepping the task of sensitive information was a valid goal, poor, even illegal, decisions were made about how to accomplish that goal. At critical decision moments, no one stepped back to reflect and ask important questions like: Does the means justify the ends? Is this activity appropriate or ethical? HP CEO Mike Hurd, while involved in the scandal, was not directly connected to the illegal activity. He admitted that mistakes were made during the process and the company subsequently instituted a number of changes to its ethics policies and business practices. While HP's market performance remained strong, employees reported considerable conflict as the company dealt with changes to ethics procedures and policies. Hurd has admitted the scandal has been a distraction for him and the company, and of course negative publicity about a company is never a good thing for customer confidence in its brands. When management gets distracted by ethics scandals, the company loses strategic focus and the company's brands could lose market share to competitors who take advantage of the scandalized firm's weakened state in the marketplace.³³

Ethical Perspectives

1. **Senior management:** How should senior management incorporate ethical standards at all stages of the marketing planning process?
2. **Marketing managers:** A company's brands can be quickly impacted by negative publicity surrounding ethical scandals. How might they be impacted and what might a marketing manager do to reestablish a brand damaged in this way?
3. **The public:** Company image and trust can be regained by a CEO's quick public acknowledgment of an ethics problem accompanied by plans for changes in practice. What could HP's CEO have done better?

Organizational Strategies

At the firm level, a **strategy** is a comprehensive plan stating how the organization will achieve its mission and objectives. Put another way, strategy is like a road map to get the organization where it wants to go, based on good information gathered in advance. The choice of which direction a firm should go ultimately boils down to a decision by a firm and its managers. Strategy has two key phases: formulation (or development) and execution. And it occurs at multiple levels in the firm: corporate level, SBU (or business) level, and functional level (marketing, finance, operations, etc.). As we have discussed,

33 p. 382 Introduction to Marketing Management

ETHICAL DIMENSION

Reflective of the centrality of ethical practices to marketing management, each chapter includes a real-world example of business ethics related to chapter material. These lively boxed features highlight how ethical issues permeate every marketing decision.

POP-OUT EXAMPLES

Each chapter contains numerous pop-out examples so that students can immediately connect chapter content to real-world application.

translate that information into specific strategies. Tracking public statements is certainly one way of identifying what a competitor is considering.

Twitter, the free social messaging utility, has an added value that makes it extremely appealing to giants Google and Facebook. Twitter has a rich stream of data that it could sell as a service to marketers that want reports about products and topics that are discussed on the site. This information lets companies pinpoint people interested in their business and provides detailed analyses of individuals that follow particular companies.⁴⁴

Additional information can be learned from a company's annual report as well as mandatory documents filed with the Securities and Exchange Commission (SEC)

MARKETING PLAN EXERCISE

Each chapter connects the key content to a semester-long marketing plan project activity, integrated by Marketing Plan Pro software. Marshall/Johnston's *Essentials of Marketing Management* effectively threads a marketing planning focus throughout the textbook itself. Whether or not a semester marketing plan project is used by the instructor, the marketing plan exercise feature does a great job of tying together important planning concepts for students.

GLOSSARY OF TERMS

A complete glossary of key terms and definitions is provided at the end of the book. The glossary serves as an important reference as well as a handy study aid for students preparing for exams.

OTHER FEATURES IN EACH CHAPTER

- **Learning objectives:** set the stage for what students will achieve by reading and studying the chapter.
- **Summary:** at the end of each chapter, reminds students of the highlighted topics.

MARKETING PLAN EXERCISES

ACTIVITY 2.1: Elements of a Marketing Plan

In the chapter, you learned that marketing planning drives the activities of the marketing manager and you were provided a framework for marketing planning. Before you move further through this course, it is important to be sure that you understand the flow and content of a typical marketing plan.

1. Read the annotated marketing plan example presented on this book's Web site (www.mhhe.com/marshall1e).
2. Make notes about any questions you may have about the example plan, and be prepared to bring those questions to class for clarification.
3. If you are going to be using Marketing Plan Pro Software to develop your marketing plan, take this opportunity to open your copy of the software and familiarize yourself with its functionality. An electronic template for your marketing plan that follows Exhibit 2.2 in the chapter (which is the same format used in the CloudCub Small Jet Taxi Service example located on our Web site) can be accessed at www.mhhe.com/marshall1e.

If you are using Marketing Plan Pro, a template for this assignment can be accessed at www.mhhe.com/marshall1e.

- **Application questions:** These engaging questions at the end of each chapter are designed to direct students' thinking about the topics to the next level of application. Throughout the book all of these questions have been specially designed to simulate managerial decision making.

LEARNING OBJECTIVES

- Examine the concept of value and the elements and role of the value chain.
- Understand the conditions required for successful marketing planning: Marketing planning is focused on the value proposition and is a dynamic process.
- Identify various types of organizational strategies.
- Conduct a situation analysis.
- Use the framework provided for marketing planning, along with the content in future chapters, to build a marketing plan.

Assurance of Learning Ready

Assurance of learning is an important element of many accreditation standards. Marshall/Johnston's *Essentials of Marketing Management* is designed specifically to support your assurance of learning initiatives. Each chapter in the book begins with a list of learning objectives, which are then addressed throughout the chapter, as well as in the end-of-chapter problems and exercises. Every test bank question is also linked to one of these objectives, in addition to level of difficulty, topic area, Bloom's Taxonomy level, and AACSB skill area. EZ Test, McGraw-Hill's easy-to-use test

bank software, can search the test bank by these and other categories, providing an engine for targeted Assurance of Learning analysis and assessment.

AACSB Statement

The McGraw-Hill Companies is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, Marshall/Johnston's *Essentials of Marketing Management* has sought to recognize the curricula guidelines detailed in the AACSB standards for business accreditation by connecting selected questions in the test bank to the general knowledge and skill guidelines found in the AACSB standards.

The statements contained in Marshall/Johnston's *Essentials of Marketing Management* are provided only as a guide for the users of this text. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While Marshall/Johnston's *Essentials of Marketing Management* and the teaching package make no claim of any specific AACSB qualification or evaluation, we have labeled selected questions according to the six general knowledge and skills areas.

CONCLUSION

Our overarching goal is to introduce the first really new marketing management book in over a decade—one that truly captures the managerial practice of marketing in a way that is fully relevant to today's business students, professors, and managers. As stated earlier, we strongly believe that leading and managing the aspects of marketing to improve individual, unit, and organizational performance—**marketing management**—is a core business activity that is relevant to any MBA or undergraduate business student, regardless of their functional area of focus. At the end of the course, we want this book to allow marketing management instructors to have accomplished these key objectives:

- Clearly bring knowledge leadership in managerial aspects of marketing into the classroom, especially focusing on marketing management decision making in this new era of marketing.
- At the same time, cover the core areas of day-to-day management of marketing functions, but with a focus always on application and managerial decision making.
- Integrate the following themes as systematic focal areas of the course experience: marketing planning, leadership, metrics, value, customer centricity, globalization, ethics, technology and data-driven marketing, and marketing's interface with other business functions.
- Speak to today's students in an up-to-date, user-friendly, yet professional and thorough writing style with vivid examples of actual marketing managers and leaders doing their jobs and making decisions about marketing problems and opportunities.
- Provide a state-of-the-art supplement package that enhances instructional effectiveness and the student's learning experience.
- Ultimately, provide a book today's instructor's will be proud to teach from, secure in the knowledge that students will *want* to read it and that it represents the field of marketing management the way it is practiced in today's business milieu.

Acknowledgments

Writing a textbook requires the talents of many dedicated people. First and foremost, we want to thank the McGraw-Hill/Irwin team for sharing the vision of this project with us from the very beginning. Particularly given the dynamic nature of marketing management both as a professional field and as a course of study, it was critically important that throughout the development process the authors and the editorial, production, and marketing team remain steadfast in believing in the vision of the project. The high level of mutual enthusiasm never waned, and we commend McGraw-Hill/Irwin for this.

In particular, we want to recognize and thank the following individuals at McGraw-Hill/Irwin who played a significant part in the successful development of Marshall/Johnston's *Essentials of Marketing Management*. Key contributors on the publisher's side include Paul Ducham, Doug Hughes, Katie Mergen, Gabriela Gonzalez, and Andy Winston. We would also like to thank Carol Bielski, Mary Sander, Greg Bates, and Dana Pauley for their substantial contributions. All of these great professionals made our job as authors much more enjoyable, and we are indebted to them for their significant contributions to the project.

In addition, we appreciate the contributions of Paul Borges and Hannah Walsh of the Rollins College Crummer Graduate School of Business family. Both worked diligently with us on this edition. Leroy Robinson, Jr., at the University of Houston—Clear Lake did a masterful job in creating and managing the supplements program for the book. Leroy, you have our utmost thanks for a job exceptionally well done! Likewise, Jill Solomon at the University of South Florida developed an outstanding set of testing materials to accompany the book, and without your exceptional contribution the value of the overall course package would not be what it is. Thank you so much.

Many colleagues participated in the developmental process of Marshall/Johnston *Essentials of Marketing Management* through focus groups and chapter reviews. Thanks go to each of the following people for their guidance and suggestions through this process:

Kalthom Abdullah, *INTERNATIONAL ISLAMIC UNIVERSITY OF MALAYSIA*

Denise Ammirato, *WESTFIELD STATE COLLEGE*

David Amponsah, *TROY UNIVERSITY MONTGOMERY*

David Andrus, *KANSAS STATE UNIVERSITY*

Paul Arsenault, *WEST CHESTER UNIVERSITY OF PENNSYLVANIA*

Semih Arslanoglu, *BOSTON UNIVERSITY*

Parimal Baghat, *INDIANA UNIVERSITY OF PENNSYLVANIA*

William Baker, *SAN DIEGO STATE UNIVERSITY-SAN DIEGO*

Roger Baran, *DEPAUL UNIVERSITY*

Danny Bellenger, *GEORGIA STATE UNIVERSITY*

John Bellenoit, *WESTFIELD STATE COLLEGE*

Parimal Bhagat, *INDIANA UNIVERSITY OF PENNSYLVANIA*

Subodh Bhat, *SAN FRANCISCO STATE UNIVERSITY*

Carol Bienstock, *RADFORD UNIVERSITY*

Diedre Bird, *PROVIDENCE COLLEGE*

Douglas Boyd, *JAMES MADISON UNIVERSITY*

Steve Brokaw, *UNIVERSITY OF WISCONSIN-LACROSSE*

Laura Buckner, *MIDDLE TENNESSEE STATE UNIVERSITY*

Tim Calkins, *NORTHWESTERN UNIVERSITY*

Barb Casey, *DOWLING COLLEGE*

Bob Cline, *UNIVERSITY OF IOWA*

Cathy Cole, *UNIVERSITY OF IOWA*

Mark Collins, *UNIVERSITY OF TENNESSEE-KNOXVILLE*

David Conrad, *AUGSBURG COLLEGE*

Bob Cutler, *CLEVELAND STATE UNIVERSITY*

Geoffrey Da Silva, *TEMASEK POLYTECHNIC*

Lorie Darche, *SOUTHWEST FLORIDA COLLEGE*

F. Robert Dwyer, *UNIVERSITY OF CINCINNATI*

Michael Edwards, *UNIVERSITY OF ST. THOMAS*

Ken Fairweather, *LETOURNEAU UNIVERSITY*

Bagher Fardanesh, *JOHNS HOPKINS UNIVERSITY*

Andrew Forman, *HOFSTRA UNIVERSITY*

Fred Fusting, *LOYOLA COLLEGE OF MARYLAND*

Mahesh Gopinath, *OLD DOMINION UNIVERSITY*

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Mahmod Sabri Haron, *UNIVERSITI SAINS MALAYSIA*

Angela Hausman, *UNIVERSITY OF NORTH CAROLINA AT PEMBROKE*

Chuck Hermans, *MISSOURI STATE UNIVERSITY*

Asep Hermawan, *UNIVERSITAS TRISAKTI*

Mahmood Hussain, *SAN FRANCISCO STATE UNIVERSITY*

Donna Rue Jenkins, *WARREN NATIONAL UNIVERSITY*

Johnny Johansson, *GEORGETOWN UNIVERSITY*

Amit Joshi, *UNIVERSITY OF CENTRAL FLORIDA*

Mahmood A. Kahn, *VIRGINIA TECH UNIVERSITY*

Fred Katz, *JOHNS HOPKINS UNIVERSITY*

Craig Kelley, *CALIFORNIA STATE UNIVERSITY-SACRAMENTO*

Elias Konwufine, *KEISER UNIVERSITY*

Robert Kopp, *BABSON COLLEGE*

Michael Levens, *WALSH COLLEGE*

Cesar Maloles, *CALIFORNIA STATE UNIVERSITY-EAST BAY*

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H. Lee Mathews, *OHIO STATE UNIVERSITY*

Melvin Mattson, *RADFORD UNIVERSITY*

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Michael Menasco, *CALIFORNIA STATE UNIVERSITY-SAN BERNADINO*

Morgan Miles, *GEORGIA SOUTHERN UNIVERSITY*

Chad Milewicz, *UNIVERSITY OF CENTRAL FLORIDA*

Herb Miller, *UNIVERSITY OF TEXAS*

Mark Mitchell, *COASTAL CAROLINA UNIVERSITY*

Jean Murray, *BRYANT UNIVERSITY*

Thomas Noordewier, *UNIVERSITY OF VERMONT*

Nicholas Nugent, *SOUTHERN NEW HAMPSHIRE UNIVERSITY*

Carl Obermiller, *SEATTLE UNIVERSITY*

Azizah Omar, *UNIVERSITI SAINS MALAYSIA*

Barnett Parker, *PFEIFFER UNIVERSITY*

Vanessa Patrick, *UNIVERSITY OF GEORGIA*

Dennis Pitta, *UNIVERSITY OF BALTIMORE*

Salim Qureshi, *BLOOMSBURG UNIVERSITY*

Pushkala Raman, *TEXAS WOMANS UNIVERSITY-DENTON*

K. Ramakrishna Rao, *MULTIMEDIA UNIVERSITY*

Molly Rapert, *UNIVERSITY OF ARKANSAS-FAYETTEVILLE*

Richard Rexeisen, *UNIVERSITY OF SAINT THOMAS*

Subom Rhee, *SANTA CLARA UNIVERSITY*

Robert Richey, *UNIVERSITY OF ALABAMA-TUSCALOOSA*

Torsten Ringberg, *UNIVERSITY OF WISCONSIN-MILWAUKEE*

Ann Root, *FLORIDA ATLANTIC UNIVERSITY-BOCA RATON*

David Rylander, *TEXAS WOMAN'S UNIVERSITY-DENTON*

Ritesh Saini, *GEORGE MASON UNIVERSITY*

Dennis Sandler, *PACE UNIVERSITY*

Matt Sarkees, *PENNSYLVANIA STATE UNIVERSITY*

Linda Saytes, *UNIVERSITY OF SAN FRANCISCO*

Shahid Sheikh, *AMERICAN INTERCONTINENTAL UNIVERSITY*

Susan Sieloff, *NORTHEASTERN UNIVERSITY*

Karen Smith, *COLUMBIA SOUTHERN UNIVERSITY*

Sharon Smith, *DEPAUL UNIVERSITY*

Jill Solomon, *UNIVERSITY OF SOUTH FLORIDA*

Ashish Sood, *EMORY UNIVERSITY*

Robert Spekman, *UNIVERSITY OF VIRGINIA*

James Spiers, *ARIZONA STATE UNIVERSITY-TEMPE*

Samuel Spralls, *CENTRAL MICHIGAN UNIVERSITY*

Thomas Steenburgh, *HARVARD BUSINESS SCHOOL*

Geoffrey Stewart, *UNIVERSITY OF LOUISIANA-LAFAYETTE*

John Stovall, *GEORGIA SOUTHWESTERN STATE UNIVERSITY*

Ziad Swaidan, *UNIVERSITY OF HOUSTON AT VICTORIA*

Michael Swenson, *BRIGHAM YOUNG UNIVERSITY*

Leona Tam, *OLD DOMINION UNIVERSITY*