



# MARKETING

Creating Value for Customers

Gilbert A. Churchill, Jr.

J. Paul Peter

# MARKETING

*Creating Value for Customers*

**Gilbert A. Churchill, Jr.**

*Arthur C. Nielsen, Jr., Chair of Marketing Research / University of Wisconsin*

**J. Paul Peter**

*James R. McManus-Bascom Professor in Marketing / University of Wisconsin*



**IRWIN**

Burr Ridge, Illinois   Boston, Massachusetts   Sydney, Australia

Copyright © 1995 Richard D. Irwin, Inc. in a joint venture with the  
Austen Press.

*All rights reserved.* No part of this publication may be reproduced,  
stored in a retrieval system, or transmitted, in any form or by any  
means, electronic, mechanical, photocopying, recording, or  
otherwise, without the prior written permission of the publisher.

Publisher: William Schoof  
Acquisitions Editor: Mary Fischer  
Production Manager: Bob Lange

Development, design, and production provided by  
Elm Street Publishing Services, Inc.  
Text Design: Jeanne Calabrese Design

Compositor: Elm Street Publishing Services, Inc.  
Typeface: 10/12 Optima  
Printer: Von Hoffmann Press Inc.

Library of Congress Cataloging-in-Publication Data

Churchill, Gilbert A.  
Marketing: creating value for customers / Gilbert A. Churchill,  
J. Paul Peter.  
p. cm.  
Includes bibliographic references and index.  
ISBN 0-256-12539-2  
ISBN 0-256-17367-2 (Annotated Instructor's Edition)  
1. Marketing. I. Peter, J. Paul. II. Title.  
HF5415.C5275 1994  
658.8—dc20

94—8479

Printed in the United States of America  
2 3 4 5 6 7 8 9 0 VH 9 8 7 6 5

Address editorial correspondence:  
Austen Press  
18141 Dixie Highway  
Suite 105  
Homewood, IL 60430

Address orders:  
Richard D. Irwin, Inc.  
1333 Burr Ridge Parkway  
Burr Ridge, IL 60521

Austen Press  
Richard D. Irwin, Inc.

About the cover: Like the wave on the cover, marketing is a dynamic  
process with global impact. It demands an understanding of shifting  
cycles and patterns, and the timing to respond instantly to new  
trends. The images in the title give us a glimpse of the myriad of  
marketing activities that embrace technology and teamwork while  
recognizing our world's diversity.

Cover Sources: Wave image © Jeff Divine/FPG International. Images  
in the title courtesy of Johnson & Johnson; Jeanne Calabrese Design;  
Trek USA; Bell Helicopter Textron; Star Kist Seafood; Motorola  
Cellular; reprinted by permission of Ernst & Young; and Citibank.

*To our wives, Helen and Rose, and our children  
for creating so much value in our lives.*



## Preface

Today's marketing students are a savvy bunch. They know brand names. They speak the latest buzzwords for technology and communications. They are keenly aware that, whatever career they choose, they will be affected by international events. They will be part of a more diverse working environment, which also focuses on quality and customer value. The companies they work for—large or small—will be attuned to issues of social and environmental responsibility, perhaps engaging in such practices as funding shelters for homeless families or using only organically grown food ingredients in their products. These new marketers will be held to strict ethical standards. And most likely, they'll be working as part of a team.

### *A Marketing Text for Future Marketers*

To prepare for this fast-paced, complex new world of marketing, students need to see the ways in which such developments influence marketers. Concerns such as total quality management (TQM), teamwork, and a focus on delivering value cannot be portrayed as special interests, but as impacting the whole marketing effort. *Marketing: Creating Value for Customers* meets this need by incorporating the most current thinking into the basic principles of marketing. Thus, throughout the book, students will find many examples of real companies—from a large pharmaceutical manufacturer to a small chimney-sweep service—that are engaged in doing business in today's world.

## QUALITY AND CUSTOMER VALUE

The quality approach to marketing is so essential to today's marketers that it is introduced in Chapter 1, "Marketing: Creating Value for Customers." Subsequent chapters describe how that approach applies to planning and carrying out the marketing effort. The opening vignette for each chapter shows how an actual company—such as MasterCard, Harley-Davidson, and UPS—puts into practice the quality approach and focuses on creating value for its customers.

## DIVERSITY

The changing demographics of the U.S. work force means that organizations are serving increasingly diverse markets and that marketers themselves are becoming a more diverse lot. Chapter 3, "Meeting Social and Ethical Standards in Marketing," discusses the impact of diversity directly. The "Marketing Movers & Shakers" boxes and the in-text examples bring this issue to life by introducing students to a variety of marketers and markets—from Ruth Owades of mail-order florist Calyx & Corolla (page 236) to Sari Abul-Jubein of Casablanca Restaurant (page 375).

## GLOBALIZATION

Since American marketing does not take place in a bubble, isolated from global influences, *Marketing: Creating Value for Customers* both highlights and integrates international issues. Chapter 4, "Marketing in a Global Environment," provides an overview of the global marketplace, as well as a broad look at possible global marketing strategies. The other chapters in the book include sections on international implications, as well as real-world examples of global marketing (U.S. businesses that market abroad as well as foreign-based businesses). Thus, Chapter 7 describes how cultural differences affect marketing research, Chapter 16 introduces the gray market, and Chapter 18 discusses issues that arise in managing an international communications mix. For easy reference, the international examples are identified by a globe symbol in the text margin.



Many of the text's opening vignettes, boxes, and cases also focus on international applications. For instance, the opening vignette for Chapter 4, "Marketing in a Global Environment," tells the story of Young & Rubicam/Sovero, the first American-Soviet advertising agency (page 91); the part-opening vignette for Part 5, "Pricing," chronicles the adventures of Toys "R" Us as it opens stores from Japan to Spain (page 407). Also, the review and discussion questions at the end of each chapter include opportunities for students to apply marketing principles on a global level.

## TEAMWORK AND EMPLOYEE EMPOWERMENT

The ability to work as part of a team continues to gain importance for members of most organizations. Chapter 1, "Marketing: Creating Value for Customers," introduces the role of teamwork, and Chapter 6, "Implementing and Controlling the Marketing Effort," discusses the use of teams in the organization's structure. Other chapters describe how specific areas of marketing are affected by the use of cross-functional or other types of teams. Real-world examples in the text, boxes, and cases show how teamwork can improve the marketing effort. Some chapter projects also give students opportunities to work in teams.

## SMALL BUSINESSES

Much of the growth in the U.S. economy continues to come from small businesses. Traditional marketing textbooks rely heavily on Fortune 500 companies for their examples. In contrast, although *Marketing: Creating Value for Customers* does offer some examples of these companies, the book also draws many of its text and box examples from small enterprises. A couple of these include novelty clothing manufacturer Joe Boxer (page 546) and a one-man boat design and building operation called Caribou Kayaks (page 592). Thus, students can see many instances where marketing succeeds as a result of creativity and the marketer's passion, rather than because of a corporation's enormous financial resources.

## ETHICS

Organizations' stakeholders are demanding ever higher standards of ethics. Chapter 3, "Meeting Social and Ethical Standards in Marketing," focuses on this issue. Later chapters integrate the principles of ethics and social responsibility into their text discussion. For example, see Chapter 7 for a discussion on ethical considerations to address when doing marketing research (pages 221–223).

## CURRENT DEVELOPMENTS IN MARKETING

The integration of all these topics shows students what successful marketers are thinking about and doing today. Other specific topics in *Marketing: Creating Value for Customers* ensure that the book's focus is up-to-the-minute:

- Relationship marketing (Chapters 13 and 20)
- Direct marketing (Chapters 16, 17, 19, and 20), including home television shopping
- Strategic alliances (Chapter 6 and "Looking Ahead") and strategic channel alliances (Chapter 16)
- Network organizations (Chapter 6)
- Virtual corporations ("Looking Ahead")
- Green marketing (Chapter 3)
- Marketing decision support systems (Chapter 7)
- The agreements concluded under the Uruguay round of the GATT talks and the North American Free Trade Agreement (Chapter 4)
- Nonbusiness marketing (Chapters 1 and 13)
- Marketing of services (Chapter 13 and examples throughout the book)

## Organization of the Book

*Marketing: Creating Value for Customers* begins by building a firm foundation, describing the overall challenges faced by today's marketers. It then moves to the specific ways in which marketers meet these challenges in their marketing strategies.

Part 1, "An Overview of Marketing," introduces students to marketing. Chapter 1 defines marketing and its scope, including marketing in nonprofit organizations. Chapter 2 describes the formal dimensions of the marketing environment. Chapter 3 introduces the basic social and ethical issues that affect marketers, including social responsibility and diversity. Chapter 4 discusses global markets so that students can later learn about the elements of the marketing mix in a global context.

Part 2, “Developing and Implementing Marketing Plans,” shows how the marketing basics are put into action. Chapter 5 describes how marketers plan their efforts. Following the chapter is a marketing plan for a small business, Little Learners Parent-Teacher Store (page 152). This marketing plan is also available on disk. Chapter 6 describes the process of implementing and controlling a marketing effort. This chapter takes a closer look at the interrelatedness of marketers’ activities, discussing such issues as teamwork, communication, and coordination within and across functional lines.

Part 3, “Customers and Markets,” introduces students to the broad categories of potential customers and the ways marketers identify and learn about them. Chapter 7 describes the basics of marketing research as practiced by large and small organizations. Chapter 8 is an introduction to consumer behavior, and Chapter 9 to organizational buying behavior. Chapter 10 covers market segmentation, including the standard ways to segment consumer and organizational markets, the process of segmentation, and the decision to use target marketing.

Beginning a look at the elements of the marketing mix, Part 4, “Product Development and Management,” covers issues related to product strategies. Chapter 11 discusses new products (goods and services), including product development in cross-functional teams. Chapter 12 focuses on strategies related to existing products, including such dimensions of the product as quality, features, design, and packaging. This chapter also introduces the product life cycle. Because services are so important to the modern economy, Chapter 13 is devoted to discussing the issues peculiar to marketing them.

Part 5, “Pricing,” consists of two chapters introducing the basics of pricing strategy. Chapter 14 teaches the fundamental principles underlying pricing decisions. Chapter 15 focuses on the ways marketers set and adjust prices in the context of their marketing environments.

Part 6, “Channels of Distribution,” provides an overview of marketing strategies related to distribution channels. Chapter 16 identifies the basic kinds of distribution channels and the marketer’s role in those channels as producer or intermediary. Chapter 17 discusses wholesaling, retailing, and physical distribution, focusing on strategy more than taxonomy.

Part 7, “Marketing Communications,” examines the last element of the marketing mix, marketing communications. Chapter 18 introduces the elements of the communications mix and discusses how marketers plan a mix. Chapter 19 takes a more in-depth look at advertising, sales promotion, and publicity. Chapter 20 covers personal selling and sales management, including the use of teams and applications of technology.

Following these chapters are materials that help the student take a longer-range view. “Looking Ahead: Maintaining Competitive Advantage” shares with students the vision of today’s business experts about where marketing is headed. “Career Opportunities in Marketing” outlines major categories of marketing jobs and some strategies for landing a job in marketing.

## PEDAGOGY

*Marketing: Creating Value for Customers* offers complete pedagogy that makes the world of marketing come alive for students and gives them a glimpse of how marketing is practiced in a variety of organizations.

**LEARNING OBJECTIVES** Each chapter opener includes a list of learning objectives linked to major chapter topics. So that achievement of the objectives can be assessed, the objectives use concrete verbs that refer to observable behaviors.



**OPENING VIGNETTES** Each part and chapter opens with the story of a real organization that shows how the organization puts marketing principles into action. Each story is related to the part or chapter topic that follows. The organizations illustrated represent a wide range—in size, location, and type of product or service offered. Some of the organizations included are the NBA (page 533), Trek Bicycle Corporation (page 117), Ben & Jerry's (page 465), the *Tallahassee Democrat* (page 565), and Xerox (page 597).

**BOXES** Each chapter contains three boxes that help the student apply chapter principles to the real world:

- “Marketing Movers & Shakers” tells the story of an actual marketer. These boxes cover a diverse group of people working in both large and small organizations, such as Anita Roddick of the Body Shop (page 111) and Gianni Agnelli of Fiat (page 35).
- “You Decide” discusses a current marketing issue and invites students to exercise their critical thinking skills by answering questions about the issue. Most of these issues have ethical implications, such as whether slotting allowances should be allowed (page 491), or whether infomercials belong on the air (page 570).
- “Put It into Practice” provides applications for the students to try out marketing principles discussed in the chapter, such as writing a mission statement (page 125) or observing consumer behavior (page 230).

**FIGURES AND TABLES** Throughout each chapter, figures and tables serve several functions. They clarify complex principles, expand on subject matter that could become tedious in a text discussion (such as listing the types of retailers), and show how actual marketers have applied marketing principles. Photos of marketers further highlight the diversity of people practicing in this field.

**SUMMARY** Each chapter closes with a summary that recaps the major points covered in the chapter.

**KEY TERMS AND GLOSSARIES** As a study aid, key terms are set in boldface type and listed at the end of each chapter with page references. A marginal glossary helps students review the meaning of the key terms. For later reference, the terms are also alphabetized in an end-of-book glossary.

**REVIEW AND DISCUSSION QUESTIONS** Following each chapter is a series of review and discussion questions. Many of the questions are suitable for class discussion. Each chapter includes a question related to global marketing.

**CHAPTER PROJECT** Each chapter includes a project in which the students apply principles covered in the chapter. Most often, the project involves performing or planning how to perform marketing activities for an imaginary organization. The project for Chapter 9, “Organizational Buying Behavior,” is a role-play exercise in team buying and selling. For Chapter 12, “Existing Products,” students create a brand name and brand mark. In Chapter 17, “Wholesaling, Retailing, and Physical Distribution,” the project involves designing a layout of atmospherics for an imaginary store. As with the project for Chapter 9, many of the projects are suitable for group work; all can be performed individually.

**CASE** Each chapter includes a case. Following the description of a real company and its marketing environment are three questions. Students apply the chapter principles to analyze the situation and to extend or modify the marketing strategy. These questions are suitable for class or small-group discussion or can be used as a written assignment. The companies represented are varied—large and small, U.S. and foreign-based, service providers and manufacturers. A sample includes Colgate-Palmolive (page 114), Swatch (page 315), Chemical Bank (page 226), and Hugg-a-Planet (page 379).

**MATH APPENDIX** An end-of-book appendix, “Mathematics Used in Marketing,” shows the students some ways in which marketers use numbers in planning and controlling. For instructors who wish to teach this topic and for students seeking independent practice, the appendix includes review questions and a project.

## ANCILLARIES

A number of ancillaries are available to enhance the use of *Marketing: Creating Value for Customers*.

**ANNOTATED INSTRUCTOR’S EDITION** The *Annotated Instructor’s Edition of Marketing: Creating Value for Customers* features teaching suggestions and summaries prepared by Deb Jansky of Milwaukee Area Technical College. This special annotated version includes all the material in the basic text plus additional examples, questions for generating discussion, and teaching tips.

**TEST BANK** Written by Nancy Torrence of Liberty University, Linda Anglin of Mankato State University, and Martin Meyers of University of Wisconsin—Stevens Point, the *Test Bank* includes 150 questions for each chapter in *Marketing: Creating Value for Customers*, as well as answers for each question. The questions are multiple-choice (including mini-case application problems), true-false, fill-in-the-blank, and short essay. They are classified by level of difficulty, by learning objective, and by type (recall, comprehension, calculation, application). For each chapter, there is also a 10-question quiz. The answers include a reference to the relevant text page, as well as the rationale for the answer.

**STUDY GUIDE** Juanita Roxas at California State Polytechnic University prepared the *Study Guide*, which is available for students who wish support in studying *Marketing: Creating Value for Customers*. For each chapter, the *Study Guide* begins with a chapter outline and a section briefly summarizing the chapter content. A list of key terms and concepts includes definitions and references to the relevant text pages. Application exercises for each chapter allow the student to apply and test knowledge of the chapter’s more challenging areas. A variety of test questions with answers enables the student to check his or her own progress.

**INSTRUCTOR’S MANUAL** Authored by Kevin Elliott of Mankato State University, the *Instructor’s Manual* provides a brief overview of key topics for each chapter, including the opening vignette. A list of key terms for each chapter includes references to the relevant text pages. An expanded version of the learning objectives and a chapter outline help the instructor organize lectures. Supplemental handouts expand the available learning activities in and out of the classroom. Notes about the boxes (“Marketing Movers & Shakers,” “You Decide,” and “Put It into Practice”) help the instructor apply these in lectures.

The *Instructor's Manual* also provides the information instructors need for grading assignments and leading class discussions. Answers are included for Review and Discussion Questions, as well as suggested answers for the "You Decide" box and the chapter case. Synopses are also provided for the case and chapter projects.

Transparency masters for all figures and tables appear at the end of the *Instructor's Manual*. This section also contains teaching notes to help instructors describe key points of these exhibits.

**TRANSPARENCIES** Charles Strang of Western New Mexico University has prepared 10 to 12 transparency acetates for each chapter. (These are different from the figures and tables in text.) Teaching notes that describe each transparency and highlight key points accompany the transparencies. With the guidelines provided in the *Instructor's Manual*, instructors can use the transparencies as desired to customize their lectures.

**VIDEOS** To show the principles of the book in action, S.J. Garner of Eastern Kentucky University coordinated videos for each chapter. In addition, an integrative video shows how an organization pulls together many marketing principles. Both are available for fall classes in 1995.

**VIDEO DISK** Also available for fall classes in 1995, the *Video Disk* features segments of the videos, transparencies, charts, tables, and graphs from the book.

## Acknowledgments

Teamwork is a reality in the modern business world. So too are virtual corporations that attempt to leverage the special capabilities of each person or organization when attempting to produce a desired result. Both of these ideas played a role in the development of this book. While we were involved in each stage of the book's preparation, we also used the special expertise of others, and we wish to thank them for their contributions in making this book a reality.

We would especially like to thank Karen Schenkenfelder and Linda Buchanan Allen for their help in making this book come alive with examples, pedagogy, and an engaging writing style. From start to finish, Karen's participation in the project was invaluable, while Linda contributed immeasurably to the development of the pedagogy. We also thank Ann Noe of Noe and Associates for her help with the focus group and survey research that laid the foundations on which the book is based. Jan Huskisson and Karen Schenkenfelder did an especially good job in selecting photo art for the text. The Elm Street Publishing group—especially Phyllis Crittenden, Kelly Spiller, Ted Murach, Melissa Morgan, and Abby Westapher—were on top of things in taking the project from raw manuscript to bound book. We also thank Bill Schoof and Mary Fischer of Austen Press for their support and for working so closely with us throughout the project.

We extend our gratitude to the team of supplement and ancillary authors beginning with Deb Jansky for preparing the annotations for the special annotated instructor's edition of *Marketing: Creating Value for Customers*; to Kevin Elliott for the *Instructor's Manual*; to Charles Strang for the *Transparency Acetates and accompanying Teaching Notes*; to S.J. Garner for coordinating videos for each chapter; and finally to the team of Nancy Torrence, Linda Anglin, and Martin Meyers for their work on the *Test Bank*.

A number of marketing academics played key roles in the book's development, and we would be remiss not to acknowledge their contributions. First, we wish to thank the following people who participated in focus group sessions designed to determine the level of satisfaction with current textbook offerings and to offer suggestions for what was needed in the next generation of principles of marketing texts:

Phillip Balsmeier <i>Nicholls State University</i>	J. Steven Kelly <i>DePaul University</i>
Jerry Field <i>Northeastern Illinois University</i>	Dean Lewis <i>Sam Houston State University</i>
Charles Ford <i>Arkansas State University</i>	Brad O'Hara <i>Southeast Louisiana State University</i>
Kenneth Heischmidt <i>Southeast Missouri State University</i>	Larry O'Neal <i>Stephen F. Austin State University</i>
Lewis Hershey <i>Northeast Missouri State University</i>	Ben Rudolf <i>Grand Valley State University</i>

Next, we would like to thank the group of professors who responded to our questionnaire concerning specific book features. We can assure the individuals listed here that their responses strongly influenced the final structure and content of our book.

Roger Abshire <i>Sam Houston State University</i>	Robert Boewadt <i>Georgia College at Milledgeville</i>
Frank Acito <i>Indiana University</i>	John Boos <i>Ohio Wesleyan University</i>
Tom Ainscough <i>University of Georgia</i>	George Boulware <i>David Lipscomb College</i>
Pamela Alreck <i>Salisbury State College</i>	Duane Brickner <i>South Mountain Community College</i>
Rick Ambrose <i>College of San Mateo</i>	Burton Brodo <i>Wharton School</i>
Herbert Amster <i>Elizabeth Seton School—Iona College</i>	Kent Brooks <i>Wayland Baptist University</i>
Fred Anderson <i>Indiana University of Pennsylvania</i>	Robert Buckley <i>North Adams State College</i>
Shelda Aultman <i>Caldwell Community College</i>	Tom Burns <i>Long Lake, Minnesota</i>
Gilbert Barcus <i>North Brunswick, New Jersey</i>	Jim Butts <i>American University</i>
Lysbeth Barnett <i>Ashland Community College</i>	Charles Caravello <i>Tidewater Community College</i>
John Bass <i>Commonwealth College</i>	Bill Carens <i>Geneseo, New York</i>
Richard Becherer <i>Wayne State University</i>	Gerri Chaplin <i>Joliet Junior College</i>
Karen Berger <i>Ossining, New York</i>	Don Chatman <i>University of Wisconsin—Stout</i>
Jennifer Berry <i>Parks Junior College</i>	Reid Christopherson <i>Saint Ambrose University</i>
Angela Bloomfield <i>Montgomery, Alabama</i>	Maurice Clabaugh <i>University of Montevallo</i>
Joe Boelter <i>BASF Corporation</i>	Kevin Coulson <i>University of Nebraska</i>

- Robert Cox  
*Salt Lake City Community College*
- Roger Crowe  
*Pellissippi State Technical College*
- James Crowell  
*University of Colorado—Denver*
- Richard Cummings  
*College of Lake County*
- Nancy D'Albergana  
*University of Northern Colorado*
- Pierre David  
*Baldwin Wallace College*
- Brian Davis  
*Weber State University*
- T. Dieck  
*Thomas Nelson Community College*
- Michael Drafke  
*College of DuPage*
- Ronald Drozdenko  
*West Connecticut State University*
- Gary Ernst  
*Naperville, Illinois*
- William Ewald  
*Concordia University*
- Roland Eyears  
*Central Ohio Technical College*
- Barry Farber  
*University of Maine—Augusta*
- John Felt  
*Northern Virginia Community College—  
Manassas*
- Edward Felton  
*Samford University*
- Ann Fox  
*Erie Community College*
- Karen Fritz  
*Pellissippi State Technical College*
- S.J. Garner  
*Eastern Kentucky University*
- Herbert Gedicks  
*Liberty University*
- Mary Gerlow  
*Ohio State University*
- John Geubtner  
*Tacoma Community College*
- Michael Geurts  
*Brigham Young University*
- William Gittler  
*Fort Washington, Pennsylvania*
- John Godfrey  
*Springfield Technical Community College*
- Larry Goldstein  
*Iona College*
- David Good  
*Central Missouri State University*
- Kent Granzin  
*University of Utah*
- Barbara Gulley  
*Royal Oak, Michigan*
- B. Hamm  
*Oklahoma City University*
- Ed Hand  
*Lamar University*
- Randall Hansen  
*Stetson University*
- Judy Hanson  
*Las Positas College*
- Mary Harms  
*Iowa State University*
- John Havenek  
*JJH International*
- Douglas Hawes  
*University of Wyoming*
- Lewis Hershey  
*Northeast Missouri State University*
- Robert Hilton  
*University of the Ozarks*
- Alfred Holden  
*Fordham University*
- Sandra Hortman  
*Columbus College*
- Ronald Hoverstad  
*University of the Pacific*
- Jane Hudson  
*Muscatine Community College*
- Robert Ironside  
*North Lake College*
- Irving Jacobs  
*College at Fredonia*
- Deb Jansky  
*Milwaukee Area Technical College*
- Gregory Johnson  
*City University*
- James Johnson  
*Saint Cloud State University*
- Ann Jones  
*Lamar University*
- Jackie Kacen  
*University of Illinois*
- Ira Kalb  
*University of Southern California*
- Sue Keaveney  
*University of Colorado—Denver*
- George Kelley  
*Erie Community College*
- Philip Kelman  
*Fashion Institute of Technology*



- Algin King  
*Towson State University*
- Wayne Kirklin  
*Heidelberg College*
- Pat Kishel  
*Cypress College*
- Arno Kleimenhagen  
*University of Wisconsin—Whitewater*
- Arthur Knaus  
*Hartwick College*
- Quentin Korte  
*Our Lady of the Lake University*
- Julie Kothapa  
*Kennesaw, Georgia*
- Karl Kottelman  
*University of Missouri—St. Louis*
- Peter Kraus  
*Clark College*
- Rosemary Lagace  
*University of South Florida*
- Fred Langrehr  
*Valparaiso University*
- Geoffrey Lantos  
*Stonehill College*
- Candace Larson  
*Rolfe, Iowa*
- John Lavin  
*Waukesha County Technical College*
- William Leahy  
*St. Joseph's University*
- Stephen LeMay  
*Mississippi State University*
- G. Lincoln  
*Westchester Community College*
- Donald Lindgren  
*San Diego State University*
- Michael Littman  
*College of Buffalo*
- Annie Liu  
*Transylvania University*
- Doug Livermore  
*Morningside College*
- Alicia Lupinacci  
*Arlington, Texas*
- Rick Lytle  
*Abilene Christian University*
- Richard Marsh  
*Greenville Technical College*
- Pat Marzofka  
*Loras College*
- John McDowell  
*Davenport College Corporate Headquarters*
- C. McElroy  
*Bucks County Community College*
- Joanne McManamy  
*Middlesex Community College*
- Ed McQuarrie  
*Santa Clara University*
- Michael Metzger  
*Tiffin University*
- William Meyer  
*Trinity College*
- Rebecca Mihelcic  
*Howard Community College*
- Edward Miller  
*Englishtown, New Jersey*
- James Miller  
*Lynn University*
- Lee Miller  
*Indiana Business College*
- Robert Moore  
*University of Colorado—Denver*
- Wayne Moorhead  
*Brown Mackie College*
- Robert Morgan  
*Southeast Community College*
- Tom Moritz  
*Hardin Simmons University*
- Reza Motameni  
*California State University—Fresno*
- John Mow  
*Bethel College*
- Robbie Mullins  
*Oklahoma Baptist University*
- Gurramkonda Naidu  
*University of Wisconsin—Whitewater*
- Sethuramon Narayandas  
*Purdue University*
- Don Norman  
*Pleasanton, California*
- Brad O'Hara  
*Southwestern Louisiana University*
- Eva O'Keefe  
*Massachusetts College of Pharmacy and Allied Health Sciences*
- Al Page  
*University of Illinois—Chicago*
- Phillip Peters  
*Keene State College*
- Doug Peterson  
*Southeast Community College—Lincoln*
- Tim Phillips  
*College at Cortland*
- Charles Pinzon  
*University of Kansas*
- Eric Pratt  
*New Mexico State University*

- Shane Premeaux  
*McNeese State University*
- Allan Reddy  
*Valdosta State College*
- Delores Reha  
*Fullerton College*
- Lynne Richardson  
*University of Alabama*
- Donald Rogers  
*Rollins College*
- Marilyn Romine  
*Northeast Missouri State University*
- Leon Rosenfeld  
*Little Silver, New Jersey*
- Daniel Rountree  
*Midwestern State University*
- Carol Rowey  
*Community College of Rhode Island*
- Juanita Roxas  
*California State Polytechnic University*
- William Sannwald  
*San Diego State University*
- Regina Schlee  
*Seattle Pacific University*
- Darrell Scott  
*Idaho State University*
- Harold Sekiguchi  
*University of Nevada*
- Henry Shaw  
*Saint Thomas Aquinas College*
- Leonard Sheffield  
*Tri-State University*
- Sara Shryock  
*Black Hills State College*
- Don Simmons  
*Biola University*
- Leo Sloan  
*Daniel Webster College*
- Madeline Slutsky  
*Ray College of Design*
- Lois Smith  
*University of Wisconsin—Whitewater*
- Richard Spiller  
*California State University—Long Beach*
- David Starr  
*Shoreline Community College*
- Sherri Stevens  
*University of Utah*
- Jeffrey Stoltman  
*Wayne State University*
- Charles Strang  
*Western New Mexico University*
- Harry Strickland  
*La Roche College*
- Gail Strickler  
*Michigan Christian College*
- Lynn Suksdorf  
*Salt Lake City Community College*
- R. Sukumar  
*University of Houston*
- Rawlie Sullivan  
*University of Saint Thomas*
- Albert Taylor  
*Austin Peay State University*
- Ira Teich  
*Yeshiva University*
- Paul Thistlethwaite  
*Western Illinois University*
- B. Thornton  
*Darton College*
- Anthony Tiberini  
*Delaware Technical and Community College*
- Frank Titlow  
*Saint Petersburg Junior College*
- Donna Treadwell  
*Johnson County Community College*
- Scott Vitell  
*University of Mississippi*
- Ronald Volpe  
*Capital University*
- Randall Voorn  
*Trinity Christian College*
- Gary Walk  
*Lima Technical College*
- Kelly Wason  
*Texas Tech University*
- Paul Wellen  
*Roosevelt University*
- Jerry Wheat  
*Indiana University Southeast*
- Charles White  
*Edison Community College*
- Roland Whitehall  
*Volunteer State Community College*
- Patti Wilbur  
*Northwestern Oklahoma State University*
- Esther Williams  
*Western Iowa Technical Community College*
- Terrence Williamson  
*University of South Dakota*
- Tim Wilson  
*Clarion State College*
- Stephen Winter  
*Orange County Community College*
- Linda Withrow  
*Saint Ambrose University*
- Gene Wunder  
*Columbus College*

Clyde Wynn  
*Bellevue College*  
 Laurie Yale  
*Fort Lewis College*  
 Donna Yancey  
*University of Northern Alabama*  
 Jere Yates  
*Pepperdine University*

G. Bernard Yevin  
*Lindenwood College*  
 Mark Young  
*Winona State University*  
 Murray Young  
*University of Denver*  
 Sherilyn Zeigler  
*University of Hawaii—Manoa*

This book also benefited from the input of an outstanding teacher's panel. The panel was composed of academics who have been recognized by their institutions as being outstanding teachers. The people below were recruited for the panel because of their teaching credentials:

Roger Blackwell  
*Ohio State University*  
 Barbara Brown  
*San Jose State University*  
 Lewis Hershey  
*Hershey Consulting*  
 Sue Keaveney  
*University of Colorado—Denver*

Richard Lutz  
*University of Florida*  
 Deborah Mitchell  
*Temple University*  
 Janice Taylor  
*Miami University*

One can see from their many insightful comments why they have been recognized as outstanding teachers.

Finally, we would like to thank the reviewers who made so many helpful suggestions on the several drafts of the manuscript. While we did not embrace every suggestion, we did change the manuscript to incorporate many of them and seriously discussed the others. The book is certainly better because of the reviewers' helpful comments. The reviewers include:

Larry Anderson  
*Long Island University*  
 Linda Anglin  
*Mankato State University*  
 Duane Brickner  
*South Mountain Community College*  
 Robert Cox  
*Salt Lake Community College*  
 S.J. Garner  
*Eastern Kentucky University*  
 David Good  
*Central Missouri State University*  
 Deb Jansky  
*Milwaukee Area Technical College*  
 James Johnson  
*Saint Cloud State University*  
 Annamma Joy  
*Concordia University*  
 Sue Keaveney  
*University of Colorado—Denver*  
 George Kelley  
*Erie Community College*

J. Steven Kelly  
*DePaul University*  
 A.B. King  
*Towson State University*  
 Deborah Mitchell  
*Temple University*  
 Iris Mohr-Jackson  
*Saint John's University*  
 Reza Motameni  
*California State University—Fresno*  
 Rebecca Mihelcic  
*Howard Community College*  
 Brad O'Hara  
*Southeast Louisiana State University*  
 Lawrence O'Neal  
*Stephen F. Austin State University*  
 Lynne Richardson  
*University of Alabama*  
 Juanita Roxas  
*California State Polytechnic University*  
 William Sannwald  
*San Diego State University*

Henry Shaw  
*Saint Thomas Aquinas College*  
Charles Strang  
*Western New Mexico University*  
R. Sukumar  
*University of Houston*  
Rawlie Sullivan  
*University of Saint Thomas*

Paul Thistlethwaite  
*Western Illinois University*  
Nancy Torrence  
*Liberty University*  
John Vann  
*Ball State University*  
Mark Young  
*Winona State University*

While the people mentioned above deserve credit for many of the book's strengths, any errors or omissions remain our responsibility. We would appreciate any comments or criticisms of our text so that it can be improved in the next edition.

Gilbert A. Churchill, Jr.  
J. Paul Peter  
*Madison, Wisconsin*  
*August 1994*