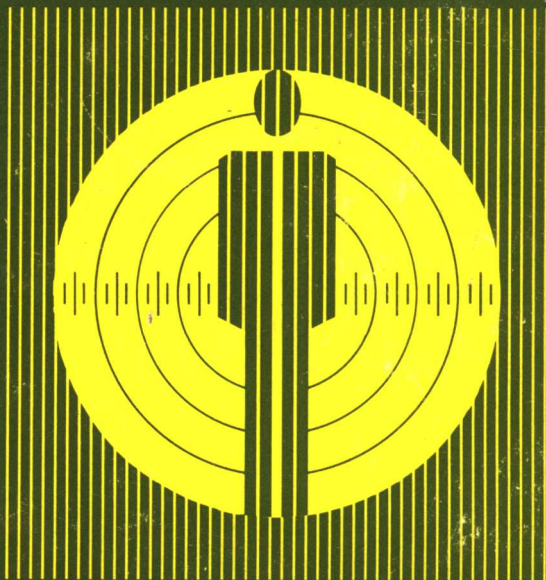


# Marketing Manager's Handbook



Edited by  
Steuart Henderson Britt  
and Norman F. Guess

Second Revised Edition

# The Dartnell **Marketing Manager's Handbook**

Edited by  
Steuart Henderson Britt  
and  
Norman F. Guess

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**The Dartnell  
MARKETING  
MANAGER'S  
HANDBOOK**



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# INTRODUCTION

*What do you want to know about marketing?*

This **MARKETING MANAGER'S HANDBOOK** is a comprehensive coverage of marketing, which will answer your questions or at least guide you toward the answers. It has been written as a practical and useful book for business executives up through top management, and especially for marketing vice presidents, product managers, brand managers, advertising directors and advertising agency executives, merchandising managers, sales managers—in fact, anyone concerned with the marketing of consumer products and services or industrial products.

## **How To Read This Handbook**

You can read this **HANDBOOK** in its entirety as a basic book in marketing; or you can read certain chapters to provide yourself with information about certain special areas of marketing.

As to what should be included in this **HANDBOOK**, I asked myself, “Will this help a marketing executive to function more efficiently?” If the answer was “Yes,” the material was included—otherwise, not.

Many of the chapters you will want to read carefully. As for the others, keep this volume at hand for quick and easy reference.

## **The Plan of the Handbook**

How is this **HANDBOOK** organized?

We start off with a *basic analysis of marketing* (including the marketing concept and the marketing mix) . . . move to the subject of *organizing marketing* . . . take account of *fundamental objectives* (including discussion of wants and needs, consumerism, and segmenting the market) . . . analyze the most significant aspects of *marketing research* . . . provide information on *marketing planning* (including ethical and legal considerations) . . . learn how to put the marketing plan into action for *consumer products and services* (including brands, packaging, pricing, and distribution) . . . find out how to put the marketing plan into action for *industrial products* . . . move to the area of *promoting products and services* (including personal selling,

sales promotion, and advertising) . . . take a careful look at *international marketing* (including export marketing) . . . and finally learn how to *appraise and control the marketing program*. In other words, this **MARKETING MANAGER'S HANDBOOK** includes:

- I. The Scope of *Marketing Management*
- II. *Organizing and Staffing* the Marketing Function
- III. Establishing the *Marketing Objectives*
- IV. *Marketing Research*
- V. Developing the *Marketing Plan*
- VI. Putting the Marketing Plan Into Action for  
*Consumer Products and Services*
- VII. Putting the Marketing Plan Into Action for  
*Industrial Products*
- VIII. *Promoting* Products and Services
- IX. *International Marketing*
- X. *Appraising and Controlling* the Marketing  
Program

### **Who Are the Authors?**

In this completely revised 1983 edition, 132 marketing experts have joined together to give you information about 76 important phases of marketing.

This **HANDBOOK** is *unique*, in that almost every chapter is written by a marketing professor (or professors) and a marketing executive "team"—every one of them an acknowledged authority on the subject. Both American and Canadian marketing authorities are included.

Every marketing professor responsible for a chapter was chosen because he or she has written one or more books on marketing—with at least one of the books devoted to the subject about which he or she writes in this **HANDBOOK**. And every business executive was selected because he is an expert on the phase of marketing discussed in that particular chapter.

After Dr. Britt's death, The Dartnell Corporation did not wish this valuable work to become obsolete. Therefore, senior vice-president Norman F. Guess was chosen to revise and edit the *Marketing Manager's Handbook*, not only with the assistance of most of the original contributors, but with additional experts in their fields.

## **A TRIBUTE TO DR. BRITT AND THE COMPLETELY REVISED *MARKETING MANAGER'S HANDBOOK***

The following is a short note about this book and the man that made it possible - Steuart Henderson Britt.

The idea for this book was initially conceived by Steuart and covers virtually every major area on the subject of marketing.

Dr. Britt, as many of us addressed him, could always come up with the name of a person who was an authority on a specific marketing topic. The fact that Steuart knew these people personally was, in itself, testimony to his commitment to both people and the field of marketing.

Most of these people had previously worked with Steuart, or had been students of his. I know that as his former partner in Britt and Frerichs, Inc. and his student at Northwestern University, I can attest to his unending and untiring efforts to both keep track and assist all of his many acquaintances in the field of marketing and education.

In this 1983 edition—just as with the first edition of this book, the materials were brought together through Steuart's vast network of friends and associates, all of whom are extremely knowledgeable on the subject of marketing, and in fact, are experts on the specific topics presented by them in this book. All facets of marketing are thoroughly up-to-date and written in the spirit and style that Dr. Britt would have heartily approved.

Throughout the process of publishing this book, there has been an awareness of the many persons who lost a real friend in Steuart's passing on March 15, 1979.

We do, however, also realize that with the publishing of the new edition of *Marketing Manager's Handbook*, his positive influence on all of us continues. Through this book he is still introducing each of us to his many friends and at the same time, providing us with timely and provocative information on the subject of marketing.

Yes, Steuart, you are missed but surely not forgotten.  
Sincerely,

George R. Frerichs  
Your friend, student and partner





#### ABOUT STEUART HENDERSON BRITT

DR. STEUART HENDERSON BRITT was one of ten men in the United States and Europe elected to the Hall of Fame in Distribution in 1963. His special citation: "One who has influenced marketing and advertising thought and action throughout the world through his activities as an educator, author, researcher, and advertising executive."

Dr. Britt was President of Britt and Frerichs Inc., Chicago-based marketing research and marketing consulting firm. He also served as Professor of Marketing in the Graduate School of Management and as Professor of Advertising in the Medill School of Journalism of Northwestern University (student evaluations every year rated him in the very top group as to teaching ability).

With legal education from the Washington University School of Law and the Columbia University School of Law, Dr. Britt originally was in law practice. He was a member of both the New York Bar and the Missouri Bar, and was admitted to practice before the U.S. Supreme Court.

He obtained both his A.B. and M.A. degrees in Psychology from Washington University, and was the recipient of a Distinguished Alumnus Citation from his *alma mater*.

His Ph.D. was in Psychology from Yale University. This led to faculty appointments in Psychology at Columbia University and at George Washington University.

In the early years of World War II Dr. Britt served *concurrently* as: Expert Consultant to the National Resources Planning Board, and the War Manpower Commission; Executive Secretary of the Committee appointed by President Roosevelt on Wartime Requirements of Specialized Personnel; Executive Secretary of the Emergency Committee in Psychology of the National Research Council; and Executive Director of the Office of Psychological Personnel, national office of the American Psychological Association.

He was then requested for service in the top headquarters of the Navy—the Headquarters of the Commander-in-Chief, U.S. Fleet (Admiral King)—and was commissioned directly from civilian life as a Navy Lieutenant (later promoted to Lt. Commander), with special assignments in personnel selection and training, and psychological warfare.

For the next 12 years Dr. Britt was a management executive of advertising agencies in New York and Chicago. He left his business career in 1957 to join the faculty of Northwestern University; and at the same time to accept the Editorship of the *Journal of Marketing* (national quarterly publication of the American Marketing Association), a post he held for 10 years.

During this same period Dr. Britt also served as Marketing Consultant to the Leo Burnett Company. He also has been a Consultant to the Marketing Science Institute. For 13 years he was the Producer of the annual workshop on creative advertising sponsored by *Advertising Age*.

Dr. Britt was the author or editor of 12 books, among them: *Social Psychology of Modern Life* (1941, revised edition, 1949); *Jews in a Gentile World* (1942); *Advertising Psychology and Research*, with Darrell B. Lucas (1950); *The Spenders* (1960; translated into Spanish); *Measuring Advertising Effectiveness*, with Darrell B. Lucas (1964; translated into Dutch, German, Italian, and Japanese); *Marketing Management and Administrative Action*, with Harper W. Boyd, Jr. (3rd edition, 1973); *Consumer Behavior and the Behavioral Sciences* (1966); *Do Advertising Agencies Train Trainees?* (1968); *Consumer Behavior in Theory and in Action* (1970); *Psychological Experiments in Consumer Behavior* (1970).

He authored over 150 articles in professional and scholarly journals. In addition, he developed and edited 52 books in three different book series: 9 books on psychology for Rinehart, 36

books on marketing and advertising for McGraw-Hill, and 7 books on marketing for the Marketing Science Institute.

From 1942 to 1962 Dr. Britt with another psychologist was responsible for all phases of selection of the outstanding young scientists in the annual Science Talent Search conducted by the Westinghouse Electric Corporation, including the development of a new Science Aptitude Examination each year.

He was a Diplomat, as well as a Fellow, of the American Psychological Association; and a Fellow of the American Sociological Association, the American Association for the Advancement of Science, the International Council of Psychologists, and the American Academy of Advertising.

His lectures, seminars, and consulting activities took him several times to Canada, England, Ireland, Sweden, Norway, Finland, Denmark, The Netherlands, Belgium, Germany, Switzerland, France, and Spain...to Japan, Taiwan, Hong Kong, Thailand, and the Philippines...and to Australia and New Zealand.

## ACKNOWLEDGMENTS

### For the First Edition

MY GREATEST debt is to the distinguished authors of the chapters, each of whom took precious time from his or her active career to help to make this book an important one.

The fact that the **MARKETING MANAGER'S HANDBOOK** exists also is due to several cohorts: Mrs. Melanie Satkowski Morgan, esteemed student, who helped in organizing the basic plan of the **HANDBOOK**; Mrs. Jean M. Sands, former colleague and "right arm" during the ten years that I was Editor of the *Journal of Marketing*, who assisted in editing the chapters; and George W. Lodge, Home Appliance Advertising Manager of Newsweek Inc., who served as marketing critic of the chapters.

And what to them must have seemed like endless correspondence and rewriting and reorganizing was accomplished by Mrs. Irene E. Peach, my superb secretary and assistant at Britt and Frerichs, Inc.; Mrs. Marion Davis, my excellent secretary at Northwestern University; and Miss Gere Wageman, student assistant extraordinary.

In addition, thanks are due my partner George R. Frerichs, President of George R. Frerichs Inc., marketing research and marketing consultant firm, and to Professor Richard M. Clewett, Chairman of the Marketing Department of the Graduate School of Management of Northwestern University, for their continued encouragement in this project.

Finally, appreciation should be expressed to Norman F. Guess, senior vice-president of The Dartnell Corporation, for his invaluable assistance in perfecting the **HANDBOOK**.

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