

营销学精选教材·英文改编版

Mc
Graw
Hill

Education

ANALYSIS FOR MARKETING PLANNING

营销策划分析 [第6版]

Donald R. Lehmann

Russell S. Winer

著



北京大学出版社
PEKING UNIVERSITY PRESS

Mc
Graw
Hill

营销学精选教材·英文改编版

ANALYSIS FOR MARKETING PLANNING

营销策划分析 [第6版]

Donald R. Lehmann
Russell S. Winer 著



北京大学出版社
PEKING UNIVERSITY PRESS

北京市版权局著作权合同登记图字：01-2006-3419 号

图书在版编目(CIP)数据

营销策划分析(第6版)/(美)莱曼(Lehmann, D.), (美)温特(Winter, R.)著. —影印本. —北京: 北京大学出版社, 2007. 3

(营销学精选教材·英文改编版)

ISBN 978-7-301-11213-7

I. 营… II. ①莱… ②温… III. 市场营销学—教材—英文 IV. F713.50

中国版本图书馆 CIP 数据核字(2006)第 129019 号

Donald R. Lehmann, Russell S. Winer

Analysis for Marketing Planning, sixth edition

ISBN: 0-07-123831-X

Copyright © 2005 by the McGraw-Hill Companies, Inc.

Original language published by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

Authorized English language reprint edition jointly published by McGraw-Hill Education(Asia) Co. and Peking University Press. This edition is authorized for sale in the People's Republic of China only, excluding Hong Kong, Macao SARs and Taiwan. Unauthorized export of this edition is a violation of the Copyright Act. Violation of this Law is subject to Civil and Criminal Penalties.

本书英文影印版由北京大学出版社和美国麦格劳-希尔教育出版(亚洲)公司合作出版。此版本仅限在中华人民共和国境内(不包括中国香港、澳门特别行政区及中国台湾地区)销售。未经许可之出口,视为违反著作权法,将受法律之制裁。

未经出版者预先书面许可,不得以任何方式复制或抄袭本书的任何部分。

本书封面贴有 McGraw-Hill 公司防伪标签,无标签者不得销售。

书 名: 营销策划分析(第6版)

著作责任者: [美] Donald R. Lehmann Russell S. Winer 著

责任编辑: 徐 冰

标准书号: ISBN 978-7-301-11213-7/F·1487

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> 电子邮箱: em@pup.pku.edu.cn

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 16 印张 319 千字

2007 年 3 月第 1 版 2007 年 3 月第 1 次印刷

印 数: 0001—3000 册

定 价: 32.00 元

未经许可,不得以任何方式复制或抄袭本书之部分或全部内容。

版权所有,侵权必究

举报电话: 010-62752024 电子邮箱: fd@pup.pku.edu.cn

出版者说明

进入 21 世纪,市场营销科学在中国开始向纵深发展,一方面,广大营销学者继续追踪国际学术界在市场营销研究前沿的探索 and 深化,另一方面,学者们也在致力于发展对中国现实更具解释力的营销理论,并且在这两个方面,都取得了非常实质性的进步和成果。营销学是一门应用科学,随着社会和经济的发展,许多新问题、新现象不断出现,新的营销理论和观点也纷纷出现,国内外学术界的研究兴趣点也就相应发生变化。在中国,营销现实日渐变得丰富多样,理论研究逐步规范化和科学化,高等院校的教学内容和方式也随之发生了很大变化,教师和学生都不再满足于 20 世纪 80 年代引进的一批偏重管理学的“营销学理论”教科书。营销学科在中国的日渐成熟和发展,迫切要求具有更高学术水平和更强现实指导能力的教科书,不但能够带给学生最前沿、最深刻的学术思想和从事研究的科学方法,而且教给学生在实际工作中进行正确决策的科学指导。

基于此,北京大学出版社引进出版了《营销学精选教材》系列丛书(本丛书包括影印版和翻译版,个别影印版有局部删节),在选择这些书的过程中,我们得到了北京大学光华管理学院郭贤达老师,西安交通大学管理学院庄贵军老师,武汉大学经济管理学院汪涛老师,大连理工大学管理学院董大海老师,中国人民大学商学院李先国老师等学者的真诚帮助,在此,对他们表示最诚挚的感谢!我们希望这些书带给广大读者的是对营销科学的兴趣和激情,是深刻的学术思想和科学的研究方法,是从事营销实际工作时最好用的工具,同时也是广大教师和学生最好用的教科书。

《营销学精选教材》是一个开放的系列,根据现实情况的发展和需要,我们还会陆续引进其他品种,在此,诚邀各位专家学者热情推荐优秀的营销学图书(em@pup.pku.edu.cn)。此外,真诚欢迎广大读者在使用过程中对我们的图书提出宝贵的意见和建议。

北京大学出版社
经济与管理图书事业部
2005 年 12 月

丛书序言

20 世纪 80 年代,市场营销学开始在我国迅速传播和发展。80 年代以来,设立该专业或开设市场营销学课程的高等院校数量显著增多,研究工作亦有显著的进展。尤其是 90 年代以来,随着中国市场化改革进程的加快,社会急需大量的受过专业训练的市场营销人才,更是推动了我国高等院校中市场营销专业教育的迅猛发展。自此以后,市场营销学可以说是基本上实现了在我国的启蒙和普及。

随着第一阶段启蒙和普及目标的实现,当前国内对于市场营销的研究和教育开始向两个方向发展:其一就是对当前国际学术界在市场营销研究前沿的追踪和深化;其二就是结合国内市场环境的特点和经济发展的需要,实现市场营销理论的本土化,发展对中国现实更有解释力的市场营销理论。我想,这两个方向会在相当长一段时间内影响国内市场营销学的研究和教育。

营销研究的转型必然要求营销知识的传播机构,主要包括高等教育机构以及出版机构,也要做相应调整。以出版为例,在 20 世纪营销知识的传播和普及中,出版机构扮演着非常重要的角色。实际上,正是菲利普·科特勒博士的《营销管理》教材的引入(我印象中最早的版本是科学技术文献出版社出版的第 6 版)奠定了国内营销研究的学科基础,而该书从第 6 版直到第 11 版的先后引入,也见证了国内市场营销学科快速发展的历程。可以说,在国内其他领域,还很少看见一本教材会对一个学科的教学和研究能产生如此巨大和广泛的影响。然而,从另一个角度,这也许同样暴露出当前国内营销知识传播中所面临着的尴尬境地:如果说一门学科可以只用一本教科书来概括,至少说明我们对这个学科的理解和解说还缺乏足够的甚至是必要的张力和活力。

首先,按照美国市场营销学会会刊主编瓦格纳·卡马库拉的观点,市场营销学是在管理学、行为科学(心理学和社会学)和定量分析(数学和计量经济学)这三门较成熟学科的基础之上发展起来的独立学科。因此,市场营销学之中有三个侧重:侧重于管理学的叫做“市场营销学理论”,侧重行为科学的称为“消费者行为学”,而侧重营销方法论以及由此延伸出的定量分析手段的则是“市场营销科学”。所以,在市场营销的知识体系中,科特勒博士的《营销管理》只是涉及市场营销理论部分(我个人认为,本书只是营销学的入门读物,对于研究生以上层次并不适用),而营销科学(研究方法)以及消费者行为理论却没有得到同样的重视。

其次,不可否认,科特勒博士的《营销管理》确实是一本非常好的教材,他为市场营销学构建了一个较为全面的分析框架,但是他更强调一个完善的理论体系的勾勒,强调对众家之言的兼容并包,对该体系中的很多主题,却缺乏更详细的扩展和讨论。例如,渠道策略和价格策略是该书公认的薄弱章节。

最后,有些新的营销理论和观点,由于研究视角和范式的不同,很难被该书兼容,因而得不到全面的体现,如服务营销、关系营销以及组织市场营销等。

因此,也许除了科特勒,我们还应该再看点别的。

所以,我们迫切需要更加丰富和高质量的市场营销出版物。

北京大学出版社所引进出版的“市场营销学精选教材”则很好地顺应了这一要求。目前入选该套丛书的著作有三本,分别是 Roland T. Rust, Katherine N. Lemon 和 Das Narayandas 合作撰写的 *Customer Equity Management*, Roger J. Best 教授撰写的 *Market-based Management: Strategies for Growing Customer Value and Profitability* 以及 James C. Anderson 与 James A. Narus 撰写的 *Business Market Management: Understanding, Creating, and Delivering value*。这是一个开放性的书系,以后还将根据需要,陆续引进其他的品种,欢迎各位专家学者的推荐。

这些入选著作有一些共同特点:其一,这些作者均系出名门,具有深厚的理论素养,在各自领域中均为蜚声世界的大家。其二,虽然这些著作都具有极强的学术价值,但全然不是“书斋的学问”。由于这些作者在理论研究之余,均具有丰富的咨询和实践经验,这就决定了这些著作不会耽于说教、“语言无味,面目可憎”,而是深入浅出,令人耳目一新。

一般说来,一本好的营销学教材应该具备如下的重要特点:首先,一本好书应根植于对某一领域的实际研究,而许多书籍只是给学生提供了一个基于抽象的理论基础上的简单的提纲。另外,一本好书应该让学生和营销实践者们很容易看懂,并能在其指导下制定成功的策略,为此,好的教材应列举大量的相关案例,分析具有创造性的策略并结合实际进行评述。而很多书籍要么在论述时缺乏丰富的案例,要么在分析时缺乏理论的深度。

而在这两方面,该套丛书均表现出优秀教材的素质:大度、深刻且平易近人,相信它不仅对于市场营销理论的研究和学习,而且对于营销实务的操作和实践,都是极好的指南。

江涛

武汉大学市场营销系教授

2005年10月于珞珈山

关于本书

适用对象

本书适用于市场营销专业的本科生和研究生。

内容简介

本书共分为七章。其中,前六章主要阐述了具体的分析方法和相关的数据来源。这里所说的数据,主要用来支持本书各章所进行的分析。同样重要的是,这六章内容也为汇总信息提供了有用的模版。在此基础上,第七章则把上述概念与营销战略的制定联系起来。

作者简介

Donald R. Lehmann,哥伦比亚大学商学院研究生院(Columbia University Graduate School of Business)乔治·E. 沃伦讲席工商管理教授,在纽约州斯克内克塔迪联合学院(Union College, Schenectady, New York)获数学学士学位,在普渡大学克兰纳特学院(Krannert School of Purdue University)获工业管理硕士和博士学位。

Lehmann 的研究领域涉及个体与群体模型选择与决策制定,经验归纳与元分析,新产品的投放和扩散、创新,营销资产价值的测评(如顾客资产与品牌资产)。他在哥伦比亚大学讲授过市场营销学、管理学和统计学等课程,是康奈尔大学、达特茅斯(Dartmouth)大学、纽约大学和宾夕法尼亚大学的兼职教授,在 *Journal of Consumer Research*, *Journal of Marketing*, *Journal of Marketing Research*, *Management Science* 和 *Marketing Science* 等国际权威期刊发表论文多篇并担任这些期刊的编委。同时,他还是 *Marketing Letters* 的创刊人和第一任主编。除了多篇论文以外,他还出版了多部著作,如《市场调研与分析》(*Market Research and Analysis*)、《营销计划分析》(*Analysis for Marketing Planning*)、《产品管理》(*Product Management*)和《营销学中的元分析》(*Meta Analysis in Marketing*)等。Lehmann 还是美国营销科学学会(MSI)的执行董事和消费者研究协会会长。

Russell S. Winer,纽约大学斯特恩商学院(Stern School of Business, New York University)副院长,威廉·乔伊斯讲席营销学教授,在联合学院(Union College)获经济学学士学位,在卡内基梅隆大学(Carnegie Mellon University)获工业管理硕士与博士学位。他曾在哥伦比亚大学和范德比尔特(Vanderbilt)大学任教。在加盟纽约大学之前,是加州大学伯克利分校哈斯商学院市场营销系教授。Winer 在麻省理工学院、斯坦福大学、纽约大学、赫尔辛基经济学院和东京大学等多所大学做过访问学者。他出版了三本著作:《营销管理》(*Marketing Management*)、《营销计划分析》(*Analysis for Marketing Planning*)与《产品管理》(*Product Management*),并围绕市场营销中的多个主题(包括消费者选择、营销研究方法和营销计划以及广告和定价等)发表了六十多篇论文。他曾担任 *Journal of Marketing Research* 的主编、*Journal of Interactive Marketing* 的联合主编,是 *Journal of Marketing*, *Journal of Marketing Research* 和 *Marketing Science* 的编委。

主要特色

本书把重点放在对与产品环境、顾客和竞争对手相关的资料的分析上。其中,第一章概要性地介绍了营销计划的制定与管理问题。因此,本书既可以作为战略营销管理教材的配套教材(战略营销管理主要关注的是在做完本书所描述的分析之后应该做什么)或产品管理/品牌管理课程的一部分,也可以作为企业实践的参考指南。从本书前五版的反馈信息来看,我们非常惊喜和欣慰地发现许多教学和营销人士都借鉴参考过本书的内容。

本版更新

- 我们扩充了顾客分析的内容(第五章)。既然顾客是企业成功的关键和营销的核心,所以我们觉得有必要再增补一些额外的资料。其中,包括一些相对较新的材料,如顾客终身价值等。
- 我们也扩充了对营销战略的探讨(第七章)。我们描述了基于销售和定价的品牌资产测评方法,并讨论了基于顾客的战略(获取、挽留、扩张和终止)。
- 当然,任何营销论著都必须包含因特网方面的内容。虽然许多产品经理工作的核心并未发生变化,但因特网的确影响了一系列的活动。例如,营销计划大纲现在都包括网站设计方面的内容。
- 在前几版中,读者最喜欢本书的地方之一就是介绍理论的同时结合了生动的案例。在第六版中的两个重要的案例是能量条(energy bars)和个人数字助理(personal digital assistants)。

简要目录

第一章 营销计划	第六章 市场潜力和销售预测
第二章 界定竞争对手	第七章 制定营销战略
第三章 产业分析(本章删去)	附录 A
第四章 竞争对手分析	索引
第五章 顾客分析	

致谢

在本书的选书过程中,得到了西安交通大学庄贵军教授的推荐。南京大学王永贵教授为本书的删节改编提出了宝贵意见,使其更符合国内的教学需要。在此谨向他们表示衷心的感谢!

出版声明

本书是对国外原版教材的直接影印(删节后影印),由于各个国家政治、经济、文化背景的不同,对原作者所持观点,还请广大读者在阅读过程中加以分析和鉴别。

我们在对原版图书进行删节、重新编排页码的同时,为了便于读者核对使用索引,仍保留了原书的页码。因此,读者在阅读过程中可能会发现有跳页现象,而且由于删节,某些文中提到的页码有可能无法找到。对于由此带来的不便,恳请读者谅解。

To our families,
colleagues,
and students

Preface

RATIONALE

Many marketing books deal with marketing on the strategy level, addressing issues such as what business to be in. Others focus on operating-level product/brand management decisions involving the marketing mix or its individual elements (e.g., price, advertising/communications) whether the focus is strategic or tactical. In either case, sound decisions generally stem from sound analysis. This book focuses on the analysis needed for marketing decisions. It is structured around the basic planning document, the marketing plan.

This book evolved from a course given at the Columbia Business School called Marketing Planning and Strategy. In the mid-1970s, the marketing faculty at Columbia realized that traditional marketing management courses in business school curricula were fine for preparing MBA students for senior-level marketing positions, but did not equip them with the tools necessary for first jobs with titles such as “assistant brand manager” or “product manager.” It was felt that students needed a “hands-on” course that would prepare them for the data collection and analysis tasks that often fall to junior-level managers. Interestingly, having a basic template for analysis proved beneficial for strategy-based courses as well.

The exercise of actually developing a marketing plan is highly integrative as it brings together concepts learned from marketing research, marketing strategy, finance, operations, and policy courses. Despite the advent of the Internet and the resulting development of new job titles, terminology, and technology, the need to develop sound analysis and planning is as important as ever.

This book does not attempt to cover all aspects of the marketing plan. We focus on the analysis of information pertaining to a product’s environment, customers, and competitors. Chapter 1 contains an overview of an operating marketing plan. As such, the book can be used as a companion text to books on strategic marketing management, which tend to focus more on what to do after the type of analysis treated in this book has been completed, as part of a product/brand management course, or as a general reference for practitioners. Over the previous five editions of the book, we have been surprised and gratified at the wide variety of courses and contexts for which the book has been adopted.

OUTLINE OF THE BOOK

The book has seven chapters. The first six provide specific analytical methods and data sources that can be useful for each of the analyses discussed in the chapters. Perhaps as important, they also provide some useful formats for summarizing the information. Chapter 7 then relates the concepts to the development of marketing strategy. The chapters are:

1. **Marketing Planning.** In this chapter, we present the rationale for planning, pitfalls that should be avoided, and an outline of a complete marketing plan.

2. **Defining the Competitive Set.** One of the most challenging decisions faced by marketing managers is that of defining the competition since the set of competitors can usually be constructed as narrowly or as broadly as desired. This chapter discusses methods for defining different levels of competition.
3. **Industry Analysis.** Fundamental criteria for evaluating a product's position in the market are aggregate factors such as market growth rate, industry factors such as barriers to entry, and environmental factors such as regulation.
4. **Competitor Analysis.** Monitoring strategies of key competitors and anticipating their likely moves are key to the development of successful marketing strategy. This chapter covers how to analyze competition in terms of competitors' objectives, strategies, and capabilities, and most important, how to predict future actions.
5. **Customer Analysis.** At the core of modern thinking about marketing is a customer orientation. In this chapter, we discuss the key information required to monitor customer behavior.
6. **Market Potential and Sales Forecasting.** In this chapter, we describe methods for estimating the potential size of a market and predicting future levels of sales and/or market share.
7. **Developing Marketing Strategy.** Rather than leaving the reader "hanging" after the discussion of the situation analysis, we have included a chapter outlining how the concepts developed earlier in the book can be used to develop a marketing strategy.

We have incorporated several changes into this sixth edition:

- We have expanded the chapter on customer analysis (Chapter 5). Since customers are both the key to a successful business and at the core of marketing, we felt some additional material was warranted. This includes some newer material such as the lifetime value of a customer.
- We also expanded the discussion of marketing strategy (Chapter 7). We present a measure of brand equity based on sales and prices and discuss customer-based strategy (acquisition, retention, expansion, and deletion).
- Of course, any marketing book has to include the Internet. Although the core of a product manager's job has not changed, the Internet has certainly affected a number of activities. The outline of the marketing plan, for example, now has sections for website design.
- One of the features readers liked best about the earlier editions is the pair of running examples. The two examples in the sixth edition are energy bars and personal digital assistants (PDAs).

Acknowledgements

We would like to acknowledge our former students at Columbia, Vanderbilt, Berkeley and NYU who have stimulated our thoughts and given us incentive to improve our understanding of marketing planning. Over the years, we have received valuable comments from the reviewers and colleagues at our current schools and other universities. We also want to thank our team at McGraw-Hill—Barrett Koger, Scott Becker, and Kristin Puscas. As always, we thank our families for their patience. A special thanks also goes to Kris Lehmann for her outstanding editorial and word processing assistance.

We hope you find the book useful.

Donald R. Lehmann
drl2@columbia.edu

Russell S. Winer
winer@stern.nyu.edu

About the Authors

Donald R. Lehmann

Donald R. Lehmann is George E. Warren Professor of Business at the Columbia University Graduate School of Business. He has a BS degree in mathematics from Union College, Schenectady, New York, and an MSIA and PhD from the Krannert School of Purdue University.

His research interests include modeling individual and group choice and decision making, empirical generalizations and meta-analysis, the introduction and adoption of new products and innovations, and measuring the value of marketing assets such as brands and customers. He has taught courses in marketing, management, and statistics at Columbia, and has also taught at Cornell, Dartmouth, New York University, and the University of Pennsylvania. He has published in and served on the editorial boards of *Journal of Consumer Research*, *Journal of Marketing*, *Journal of Marketing Research*, *Management Science*, and *Marketing Science*, and was founding editor of *Marketing Letters*. In addition to numerous journal articles, he has published several books including *Market Research and Analysis*, *Analysis for Marketing Planning*, *Product Management*, and *Meta Analysis in Marketing*. Professor Lehmann has served as Executive Director of the Marketing Science Institute and as President of the Association for Consumer Research.

Russell S. Winer

Russell S. Winer is the Deputy Dean and William Joyce Professor of Marketing at the Stern School of Business, New York University. He received a B.A. in Economics from Union College and an M.S. and Ph.D. in Industrial Administration from Carnegie Mellon University. He has been on the faculties of Columbia and Vanderbilt universities and, most recently, the University of California at Berkeley. He has been a visiting faculty member at M.I.T., Stanford University, New York University, Cranfield School of Management (U.K.), the Helsinki School of Economics, the University of Tokyo, and École Nationale des Ponts et Chaussées. He has written three books, *Marketing Management*, *Analysis for Marketing Planning* and *Product Management*, and has authored over 60 papers in marketing on a variety of topics including consumer choice, marketing research methodology, marketing planning, advertising, and pricing. He is a past editor of the *Journal of Marketing Research*, the current co-editor of the *Journal of Interactive Marketing*, and is on the editorial boards of the *Journal of Marketing*, the *Journal of Marketing Research*, and *Marketing Science*. He has participated in executive education programs around the world, and is currently an advisor to a number of startup companies.

Contents

Preface ix

Acknowledgements xi

About the Authors xii

Chapter 1

Marketing Planning 1

Overview 1

Definition and Objectives of Plans 1

Frequent Mistakes in the Planning

Process 4

What Makes a Good Planning System:

Some Empirical Results 7

Is Planning Worthwhile? 7

The Planning Process 8

Approaches to Planning 8

Steps in the Planning Process 9

Components of the Marketing

Plan 11

The Executive Summary 11

Situation Analysis 11

Marketing Objectives/Strategy 12

Supporting Marketing Programs 13

The Rest of the Plan 13

Example 13

Two Case Studies 16

Energy Bars (ca. 2002) 16

Personal Digital Assistants

(ca. 1999) 18

Summary 21

References 22

Appendix Marketing Plan Outline 23

Chapter 2

Defining the Competitive

Set 25

Overview 25

Levels of Market Competition 28

Definitions 28

Overlapping Market Segments 33

The Impact of Metamediaries 33

Product Strategy Implications 33

Illustrations 36

Methods for Determining

Competitors 38

Managerial Judgment 38

Customer-Based Measures 39

Summary 44

Competitor Selection 45

Enterprise Competition 47

Summary 49

References 49

Chapter 3

Industry Analysis 51(本章删去)

Chapter 4

Competitor Analysis 76

Overview 76

Sources of Information 82

Secondary Sources of

Information 82

Primary Sources of Information 88

Other Sources 89

Some Sources with Ethical

Considerations 91

Analyzing Product Features 92

Assessing Competitors' Current

Objectives 93

Determination of Competitor

Objectives 93

Assessing Competitors' Current

Strategies 95

Marketing Strategy 95

<i>Comparing Value Chains</i>	96
<i>Marketing Mix</i>	97
<i>How to Assess Competitors' Strategies</i>	98
<i>Technology Strategy</i>	100
Differential Advantage	
Analysis	102
<i>Ability to Conceive and Design</i>	102
<i>Ability to Produce</i>	104
<i>Ability to Market</i>	104
<i>Ability to Finance</i>	104
<i>Ability to Manage</i>	104
<i>What to Do with the Information</i>	104
Assessing a Competitor's Will	106
Predicting Future Strategies	107
Illustrations	110
<i>Energy Bars</i>	110
<i>Personal Digital Assistants</i>	114
Summary	118
References	118

Chapter 5

Customer Analysis 120

Overview	120
What We Need to Know About Customers	121
<i>Who Buys and Uses the Product</i>	121
<i>What Customers Buy and How They Use It</i>	127
<i>Where Customers Buy</i>	129
<i>When Customers Buy</i>	130
<i>How Customers Choose</i>	130
<i>Why They Prefer a Product</i>	135
<i>How They Respond to Marketing Programs</i>	140
<i>Will They Buy It (Again)?</i>	140
Segmentation	141
<i>Desirable Criteria for Segments</i>	142
<i>Methods for Market Segmentation</i>	143
Illustrations	158

<i>Energy Bars</i>	158
<i>Personal Digital Assistants</i>	160
<i>Motorcycles</i>	162
Summary	164
References	165
Appendix 5A Economic Value to the Customer (EVC)	167
Appendix 5B Latent Class Methods	169

Chapter 6

Market Potential and Sales Forecasting 170

Overview	170
Definitions	170
Market Potential	171
<i>Overview</i>	171
<i>What They Are Used For</i>	172
<i>Information Sources</i>	172
<i>New or Growing Product Potential</i>	174
<i>Mature Product Potentials</i>	175
Methods of Estimating Market and Sales Potential	175
<i>Analysis-Based Estimates</i>	175
Area Potential	178
<i>Sales Potential</i>	179
Sales Forecasting	179
<i>Overview</i>	179
<i>Level of Accuracy Needed</i>	181
<i>Judgment-Based Methods</i>	181
<i>Customer-Based Methods</i>	185
<i>Sales Extrapolation Methods</i>	188
<i>Model-Based Methods</i>	191
<i>What Methods Are Used?</i>	192
<i>Using Regression Models for Forecasting</i>	192
<i>Developing Regression Models</i>	199
<i>Recognizing Uncertainty</i>	199
<i>Nonlinear Relations</i>	199
<i>Share Forecasts</i>	201
<i>Forecasting Really New Products</i>	201
Illustrations	202

<i>Forecasting Energy Bar Sales via Regression</i>	202
<i>PDA Sales</i>	204
Using Forecasts	205
<i>Combining Forecasts</i>	206
<i>Gaining Agreement</i>	206
<i>Why Not Just Go to the Web?</i>	207
Summary	207
References	207
Appendix Time Series Regression with Seasonal Factors	209
Chapter 7	
Developing Marketing Strategy	212
Overview	212
<i>Benefits of Strategy</i>	212
Elements of a Marketing Strategy	214
Setting Objectives	214
Selection of Strategic Alternatives	217
<i>Increasing Sales/Market Share</i>	217
<i>Increasing Profitability</i>	219
<i>Summary</i>	220
Positioning: Choice of Customer	

Targets	221
Positioning: Choice of Competitor Targets	222
Positioning: The Core Strategy	223
<i>Cost/Price (Value) Strategy</i>	224
<i>Nonprice Strategy</i>	224
Managing Brand Equity	228
<i>Measuring Brand Value</i>	233
Relation to Customer Strategy	236
Marketing Strategy over the Life Cycle	236
<i>Introduction Strategies</i>	236
<i>Growth Strategies</i>	238
<i>Maturity Strategies</i>	239
<i>Strategies for the Decline Stage</i>	239
<i>Summary</i>	240
Illustrations	240
<i>Odwalla Energy Bar</i>	240
<i>Handspring</i>	241
Summary	241
References	242
Appendix A	245
Index	249

Chapter One

Marketing Planning

Overview

Definition and Objectives of Plans

Developing a marketing plan is a key activity. In fact, some people believe the development of the annual marketing plan is the single most important activity of a product manager (Stasch and Lanktree, 1980).

Marketing planning has become a major activity in most firms. A survey by Hulbert, Lehmann, and Hoenig (1987) found that over 90 percent of marketing executives engaged in formal planning. These executives spent, on average, 45 days each year on planning, relying most heavily on information from the sales force, management information systems, and internal marketing research. The development of marketing plans, which are generally annual and focus on a product or one or more product lines, is thus an important function for marketers, one that is believed to improve both coordination and performance.

The marketing plan can be divided into two general parts: the situation analysis, which analyzes the background of the market for the product, and the objectives, strategy, and programs based on the background analysis that direct the firm's actions. While most books and the popular press concentrate on the latter, incorrect or inadequate analysis often leads to poor decisions about pricing, advertising, and the like. The next few chapters of this book are devoted to the critical task of providing the analysis on which to base an action plan—in short, the marketing homework.

What is a marketing plan? A working definition is:

A marketing plan is a *written* document containing the guidelines for the *business center's* marketing programs and allocations over the *planning period*.

Several parts of this definition have been emphasized and merit further explanation. First, note that the plan is a *written* document, not something stored in a marketing manager's head. This characteristic of marketing plans produces multiple benefits. Requiring that the plan be written calls for disciplined thinking. It also ensures that prior strategies that succeeded or failed are not forgotten. In addition, a written plan provides a vehicle for communications between functional areas of the firm, such as manufacturing, finance, and sales, which is vital to the successful implementation