

# MARKETING

8<sup>th</sup>  
E D I T I O N



アジア危機を契機に  
身軽でスリムな組織に変貌

KERIN

HARTLEY

BERKOWITZ

RUDELIUS

# MARKETING

8<sup>th</sup>  
E D I T I O N

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## MARKETING

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This book is printed on acid-free paper.

1 2 3 4 5 6 7 8 9 0 WCK/WCK 0 9 8 7 6 5

ISBN 0-07-282880-3

Editorial director: *John E. Biernat*  
 Publisher: *Andy Winston*  
 Sponsoring editor: *Barrett Koger*  
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 Cover illustration: *Ralph Kelliher*  
 Interior design: *Jemy El-Shamy*  
 Typeface: *10.5/12 Times Roman*  
 Composer: *GTS – York, PA Campus*  
 Printer: *Quebecor World Versailles Inc.*

**Library of Congress Cataloging-in-Publication Data**

Marketing / Roger A. Kerin . . . [et al.].—8th ed.  
 p. cm.—(McGraw-Hill/Irwin series in marketing)  
 Includes bibliographical references and index.  
 ISBN 0-07-282880-3 (alk. paper)  
 1. Marketing. I. Kerin, Roger A.  
 HF5415 .M29474 2006  
 658.8—dc22

2004065542

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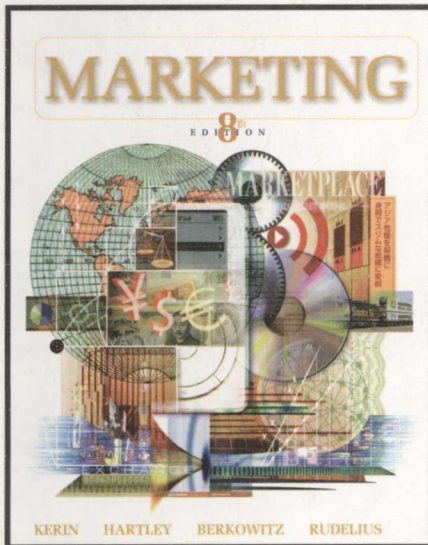
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# MARKETING

♡ Ashley Ash♡

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## A MESSAGE FROM THE AUTHORS

Welcome to the eighth edition of *Marketing!* We are truly pleased to have an opportunity to share our enthusiasm for this exciting and dynamic field with students and instructors across the United States and throughout the world.

This edition of our book is designed to reflect the many recent and extraordinary events that have changed all aspects of our economy, particularly the field of marketing. The combination of the dot-com boom then bust, the instant success of interactive and wireless technologies, the immediate and dramatic response to international terrorism, the economic recession and recovery, the shock over the ethical lapses of many of our corporate leaders, and the rapid evolution from mass marketing to micromarketing have created a completely new business environment. We've worked hard to bring you the most up-to-date text that reflects today's world of marketing for consumers, managers, and students!

This edition of *Marketing*, like its previous editions, is the result of a detailed and rigorous development process that has been consistently successful at providing customer value. The process starts by building on the strengths of the active-learning approach that has evolved from our previous editions. Then we evaluate and integrate the most recent new ideas from education about how to engage today's students in learning activities. On that foundation we build a comprehensive presentation of traditional and contemporary marketing theories, concepts, approaches, and tools, based on our own expertise and the expert advice and input of many knowledgeable reviewers and users of previous editions. To bring the theories and concepts to life we use products, brands, and companies that students can relate to from their personal experiences but also less-known entrepreneurs and small businesses that may also stimulate career plans. Finally, we invest in the growing number of educational support technologies—from web-based testing, to real-time information updates, to interactive exercises and experiences.

Feedback from students and instructors from around the world has reinforced our commitment to this approach. The previous edition of *Marketing* became the best-selling marketing text in the United States and Canada; and it has been adapted with local cases and examples or translated into Russian, Polish, French, Spanish, Chinese, and Portuguese. This eighth edition of *Marketing* represents our efforts to continue our tradition of excellence and to guarantee an exceptional learning experience for marketing students. We hope you'll enjoy reading and using the text as much as we've enjoyed preparing it.

*Roger A. Herin  
Steven W. Hartley  
Eric N. Berkowitz  
William Rudelius*

# PREFACE

## DISTINCTIVE FEATURES OF OUR APPROACH

The innovative pedagogical approach used in *Marketing* and its supplements is the result of our combined experiences in a variety of classroom, college, and university settings. We introduced the approach in our first edition by integrating key elements from each of our teaching styles and preferences. Of course, like most instructors, we continuously monitor the changing learning styles of students, the growth and evolution of our discipline, and the efficacy of new instructional technologies to adapt and improve the approach. Its distinctive features include:

- **Assessment-Ready Elements.** Learning objectives and Chapter in Review summaries integrated to help instructors and programs address growing interest in assessment and assurance of learning.
- **High-Engagement Style.** An easy-to-read, high-involvement, interactive writing style that engages students through active learning techniques, timely and interesting examples, and challenging applications.
- **Personalized Marketing.** A vivid and accurate description of businesses, marketing professionals, and entrepreneurs—through cases, exercises, and testimonials—that allows students to personalize marketing and identify possible career interests and role models.
- **Marketing Decision Making.** The use of extended examples, cases, and videos involving people making marketing decisions, which students can easily relate to text concepts.
- **Traditional and Contemporary Coverage.** Comprehensive and integrated coverage of traditional and contemporary concepts illustrated through relevant popular business publications.
- **Rigorous Framework.** A rigorous pedagogical framework based on the use of learning objectives, concept checks, key terms, Chapter in Review summaries, and supportive student supplements such as the Student CD, Study Studio, and Study Guide.
- **Comprehensive Support Package.** A package of support materials to accommodate a wide variety of instructor teaching styles and student learning styles.

Feedback from many of the 3,000 instructors and 800,000 students who have used our text and package in the past has emphasized that the synergy of these features contributes to the success of each teaching and learning experience. We focused our efforts to build on these strengths as we developed the eighth edition of *Marketing*.

## NEW AND REVISED CONTENT

- **Integrated Marketing Plan Activities.** Each chapter now includes an end-of-chapter section titled “Building Your Marketing Plan” that discusses an element of the strategic marketing process presented in Chapter 2 (see Figure 2–5) and the sample marketing plan presented in Appendix A. Each Building Your Marketing Plan assignment provides step-by-step activities corresponding to the topics discussed in that chapter. By completing the assignments students will have completed all of the key components of a marketing plan.
- **Assessment-Ready Objectives and Summaries.** Each chapter (1) begins with measurable learning objectives and (2) ends with the Chapter in Review, which is a summary of chapter content related to each objective. This direct link

between objectives and content facilitates now-common accreditation efforts necessary to meet assurance-of-learning requirements. The objectives are cross-referenced to specific test bank questions to allow construction of measurement instruments.

- **Increased Emphasis on Meeting Consumer Needs with New Products.** Chapter 1 presents an enhanced discussion of the difficulty of introducing successful new products and provides a variety of new-product examples as engaging topics of discussion for students. A complete update of Rollerblade's new product line and marketing program is also provided.
- **Expanded Coverage of Business Portfolio Analysis.** The Chapter 2 discussion of BCG's business portfolio analysis has been expanded and applied to Kodak's shift from film to digital technology. Students are asked to evaluate four opportunities—film, digital cameras, self-service kiosks, and printers—in terms of the BCG matrix alternatives.
- **Updated Overview of the Marketing Environment.** Chapter 3 now includes discussions of the digital revolution taking place in the music industry, global population trends, generational cohorts (including millennials) and the transition of Gen Y to economic adults, the two new types of “statistical areas” used by the Census Bureau, multicultural marketing, the growth of new technologies such as VOIP and Wi-Fi, and new regulations such as the Madrid Protocol, the Federal Dilution Act, and the CAN-SPAM Act.
- **Addition of Extended Examples to Ethics and Social Responsibility Discussion.** Detailed examples of situations, products, and companies familiar to students have been added to Chapter 4. A survey showing students' attitudes toward downloading music, Xerox's efforts at green marketing through its “Design for the Environment” program, and the growth of online fraud are examples used to help students relate to the concepts presented in the chapter. Chapter 4 also includes the new AMA Code of Ethics.
- **Updated Consumer Behavior Coverage.** Chapter 5 includes new examples related to MP3 players, an updated discussion of the new VALS typology (including innovators, thinkers, and survivors), a description of the word-of-mouth activity called *buzz marketing*, and an update on recent debates about subliminal advertising.
- **New Business-to-Business Content.** Chapter 6 now includes discussions of the forthcoming North American Product Classification system, Harley-Davidson's supplier collaboration efforts, and eBay's expansion into online business-to-business trading: eBayBusiness.com.
- **Updated Global Coverage.** Recent changes in tariffs and their cost to consumers, the latest membership of the European Union, the growing use of global brands by companies such as Coca-Cola, Gillette, L'Oréal, and McDonald's, and considerations when customizing versus standardizing marketing practices are part of the Chapter 7 discussion of global markets and global marketing.
- **New Marketing Research Framework.** The five-step marketing research approach presented in Chapter 8 now discusses three types of research—exploratory, descriptive, and causal—in the context of setting research objectives. Recent changes in Nielsen's method of obtaining TV viewing data from all TV viewers, and particularly from men and owners of DVRs such as TiVo, are also discussed.
- **New and Updated Extended Examples.** Reebok, Wendy's, and Apple are used as extended examples to illustrate segmentation and typical age, gender, price, and lifestyle segments in Chapter 9. 3M, Little Remedies, and Volvo are used to explain new-product development in Chapter 10.
- **New Brand Management Content.** The rapidly changing field of brand management includes new approaches to valuing brand equity, brand licensing, and the use of “fighting” brands now covered in Chapter 11.

- **Increased Emphasis on Services as Experiences.** Chapter 12 opens with a description of *Star Trek: The Experience*, a recently opened attraction at the Las Vegas Hilton, and one of many services designed to provide consumers with a strong experiential element (e.g., Hard Rock Cafe, Planet Hollywood, etc.). New e-services such as VOIP, retinal scan security services, and match-making are also included in the chapter.
- **Updated Channels, Wholesaling, Supply Chain, and Logistics Discussions.** The Chapter 15 opening example and the chapter Web Link use Apple Stores to illustrate the use of a high-touch environment to distribute high-tech products. Chapter 16 now includes a discussion of IBM's on-demand supply chain and an example of BMW's online site available to build your own automobile.
- **Updated Retailing and Category Management Coverage.** Chapter 17 provides a discussion of the growing demand for luxury products by the mass market. Other important new topics are also included, such as the replacement of bar codes with RFID technology, the trend toward self-service retailing, the growth of supercenters, the new regulations affecting telemarketing, and the use of category management to determine the assortment of merchandise in a store.
- **Revised Integrated Marketing Communications Content.** Chapter 18 opens with a description of Disney's \$250 million integrated marketing campaign, which includes the popular "What's Next?" campaign, network and cable TV ads, print ads, newspaper inserts, direct marketing, a comprehensive website and campaign, a Disney Visa card, and many other partnerships and promotions. IMC is now introduced much earlier in the chapter, and other topics such as SIMM (simultaneous media usage), direct-to-consumer marketing, and assessment of program effectiveness are included.
- **New Forms of Advertising.** Important content describing the new world of advertising has been added to Chapter 19. As more consumers learn to multitask, advertisers have turned to new attention-getting media. Internet promotions, online contests, virtual advertising, and *advergaming* (the integration of advertising messages in a video game) are all included with recent examples. In addition, the advertising content debate sparked by Janet Jackson's Super Bowl performance is presented for student debate.
- **Updated Chapter 21: "Implementing Interactive and Multichannel Marketing."** The reviews on this chapter, introduced in the seventh edition, were extraordinary. It is now updated to include recent examples and terms, such as new descriptions of Reflect.com, Nike's customized product configurator, new segments of online mothers, blogs, viral marketing, and multichannel marketing initiatives.
- **Increased Integration of Strategic Marketing Process.** The strategic marketing process introduced in Chapter 2 and used in Appendix A is integrated with the entire text in Chapter 22, "Pulling It All Together: The Strategic Marketing Process." A new section, "Finding and Using What Really Works," is based on the results of a five-year study of 160 companies.

## ORGANIZATION

The eighth edition of *Marketing* is divided into five parts. Part 1, "Initiating the Marketing Process," looks first at what marketing is and how it creates customer value and customer relationships (Chapter 1). Then Chapter 2 provides an overview of the strategic marketing process that occurs in an organization—which provides a framework for the text. Appendix A provides a sample marketing plan as a reference for students. Chapter 3 analyzes the five major environmental factors in our changing marketing environment, and Chapter 4 provides a framework for including ethical and social responsibility considerations in marketing decisions.

Part 2, “Understanding Buyers and Markets,” first describes, in Chapter 5, how individual consumers reach buying decisions. Next, Chapter 6 looks at organizational buyers and markets and how they make purchase decisions. And finally, in Chapter 7, the nature and scope of world trade and the influence of cultural differences on global marketing practices are explored.

In Part 3, “Targeting Marketing Opportunities,” the marketing research function and how information about prospective consumers is linked to marketing strategy and decisions is discussed in Chapter 8. The process of segmenting and targeting markets and positioning products appears in Chapter 9.

Part 4, “Satisfying Marketing Opportunities,” covers the four Ps, the marketing mix elements. The product element is divided into the natural chronological sequence of first developing new products and services (Chapter 10) and then managing existing products (Chapter 11) and services (Chapter 12). Pricing is covered in terms of underlying pricing analysis (Chapter 13), followed by actual price setting (Chapter 14) and Appendix B, “Financial Aspects of Marketing.” Three chapters address the place (distribution) aspects of marketing: “Managing Marketing Channels and Wholesaling” (Chapter 15), “Integrating Supply Chain and Logistics Management” (Chapter 16), and “Retailing” (Chapter 17). Retailing is discussed in a separate chapter because of its importance and interest as a career for many of today’s students. Promotion is also covered in three chapters. Chapter 18 discusses integrated marketing communications and direct marketing, topics that have grown in importance in the marketing discipline recently. The primary forms of mass market communication—advertising, sales promotion, and public relations—are covered in Chapter 19. Personal selling and sales management are covered in Chapter 20.

Part 5, “Managing the Marketing Process,” discusses issues and techniques related to interactive marketing technologies and the strategic marketing process. Chapter 21 describes how interactive technologies influence customer value and the customer experience through context, content, community, customization, connectivity, and commerce. Chapter 22 expands on Chapter 2 to describe specific techniques and issues related to blending the four marketing mix elements to plan, implement, and control marketing programs.

The book closes with several useful supplemental sections. Appendix C, “Planning a Career in Marketing,” discusses marketing jobs and how to get them, and Appendix D provides 22 alternate cases. In addition, a detailed glossary with page references and three indexes (name, company/product, and subject) complete the book.

# ACKNOWLEDGMENTS

## DEVELOPMENT OF THE TEXT AND PACKAGE

To ensure continuous improvement of our product we have utilized an extensive review and development process for each of our past editions. Building on that history, the eighth edition development process included several phases of evaluation and a variety of stakeholder audiences (e.g., students, instructors, etc.).

- The first phase of the review process asked adopters to suggest improvements to the text and supplements through a detailed review of each component. We also surveyed students to find out what they liked about the book and what changes they would suggest.
- The second phase included symposiums across the country, including users and nonusers. These sessions focused specifically on the supplements package and its effectiveness for instructors and students.

Reviewers who were vital in the changes that were made to this edition include:

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Carol Bienstock  
*Radford University*  
Larry Borgen  
*Normandale Community College*  
Nancy Boykin  
*Tarleton State University*  
Judy Bulin  
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The preceding section demonstrates the amount of feedback and developmental input that went into this project, and we are deeply grateful to the numerous people who have shared their ideas with us. Reviewing a book or supplement takes an incredible amount of energy and attention. We are glad so many of our colleagues took the time to do it. Their comments have inspired us to do our best.

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