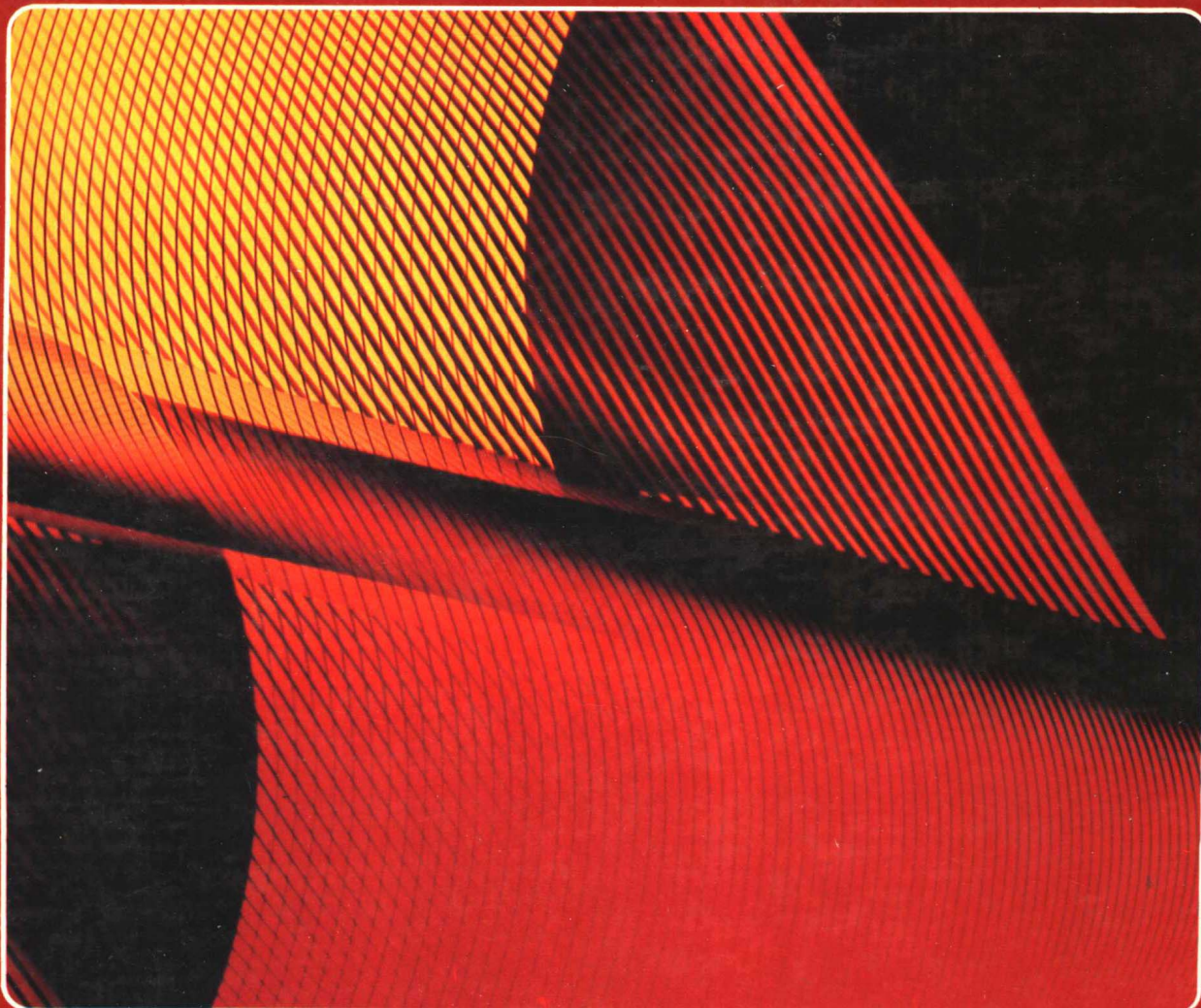


THE PRACTICE OF
Marketing Management

ANALYSIS, PLANNING, AND IMPLEMENTATION

William A. Cohen



The Practice of Marketing Management

ANALYSIS, PLANNING, AND IMPLEMENTATION

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*This book is dedicated to my wife Nurit
... my partner and my inspiration*

Preface

There are many good textbooks on marketing management. Perhaps partially because of this fact, colleagues, fellow authors, and my own as well as competing publishers have asked the question: "What niche are you targeting?" the assumption being that it was no longer possible to write a generalist marketing management textbook for future marketing managers, but rather that the writer must choose among an emphasis on the traditional tactical approach of product, price, promotion, and distribution; an emphasis on planning; an emphasis on strategy; an emphasis on implementation; or an emphasis on something else. This is not to say that some very excellent books haven't appeared in each of these specialty areas. But what I was trying to do was entirely different and I answered accordingly. This was that I wasn't writing for a niche at all, but rather for a clearly defined segment of students of marketing: those who must not only understand the theory but must apply it in the marketplace.

The Practice of Marketing Management was written to be used by marketing professors in educating marketing students to this purpose. While I consider it evolutionary rather than revolutionary, I have departed from standard practice in textbook writing to achieve this design. First, it is structured around the marketing plan. The marketing plan is that single tool that leads the marketing manager to accomplish marketing objectives. To develop it requires analysis, planning, and workable strategies and tactics. And lest it become simply one more report merely demonstrating the theory of marketing, it must be implemented. The layout and content of this book can lead to a professionally prepared marketing plan, whether accomplished by upper-

division undergraduate students or by those completing their MBAs. I know this not only because I have taught both groups using the methodology contained in this textbook, but because students have in some cases entrepreneurially used the plans they developed or sold their plans outright to someone else who did.

For some years I was particularly proud of the fact that one of my students sold his marketing plan, completed in my course, for \$5,000. Then in the summer of 1985 I made a presentation that included sample plans to an audience of both academics and practitioners at the University of Missouri at Kansas City. Several practitioners who were in the business of preparing such plans professionally stated most emphatically that they were undervalued. They appraised samples that I had with me as being worth \$25,000 each. Yet these had been accomplished not by MBAs, but by undergraduate students. To amplify what I have said, a fully developed marketing plan doesn't have to be a product of the marketing management course taught—but it can be.

My second major deviation in preparing this text has been in the style of writing. I was determined to use the very latest scientific research from the marketing journals that act as a conduit in making available the developments in our profession. But I did not want to make the error emphasized by David Ogilvy in his book *Ogilvy on Advertising*. Ogilvy quoted from an article from one of our most prestigious scientific journals and stated that he could not even understand it. If a foremost practitioner cannot understand such an article, how can we expect a marketing student to do so? The truth is, we cannot. It is the job, even more the duty, of the textbook author to include the latest scientific developments in the field, but to make certain that they can be understood by the student who is required to read and master them. To accomplish this task, I have relied on my experience as the author of books for marketers. I have included what I consider to be the latest and most relevant scientific research on marketing. But I have written about it in the most interesting way that I could. Tests that I and several of my colleagues have conducted in using material written in this style have led us to the conclusion that not only does the style not detract from the content, but that it motivates both toward a more thorough reading and understanding of the material.

The third major deviation for a generalist marketing management text is the inclusion of cases for classroom discussion and student analysis. Accordingly, you will find not only 21 full-length cases, but more than 60 vignettes, all of which illustrate important points about marketing.

Finally, as I indicated earlier, *The Practice of Marketing Management* is about applying theory to practice. As such, I have tried to not stop at explaining the theory, but to go on and show how it can be applied. I am extremely proud of the manuscript's reception by reviewers, in this vein, such as one by a well-known author of a textbook on

marketing strategy who said about one chapter," one of the most thorough strategic marketing management chapters that I've ever read."

But in the final analysis, it is for you, as marketing students, and educators, to determine whether or not this text fulfills its purpose. Its success I share with many. Not only my two editors at Macmillan, Bill Oldsey, and Ron Stefanski, but also my many reviewers and evaluators whom I have thanked by name elsewhere. But as to the book's faults, they are mine alone.

Instructor's Manual:

The accompanying *Instructor's Manual* is divided into five parts. Section I lists alternative syllabi for various semester length courses. Section II gives chapter overviews, lecture outlines, discussion questions, and additional reading lists for each chapter. Simulation or experiential exercises for each chapter are also included. Section III contains student examples of marketing plans along with additional forms and instructions for developing marketing plans. Section IV covers the teaching objectives, issues, and epilogues for each of the twenty-one cases found in the text. Finally, Section V contains fifty-three transparency masters for classroom use.

Test Bank:

The Test Bank includes 2,100 multiple choice and true/false exam questions.

Computerized Test Bank:

A computerized version of the test bank is available for IBM and Apple microcomputers.

Software for Case Analysis:

A set of templates, both Lotus 1-2-3 based and stand alone are available to help students address 1–2 questions per case. The questions will help familiarize the student with marketing management concepts. The *Instructor's Manual*, *Student Guide*, and software are available through your local Macmillan sales representative.

Acknowledgments

The responsibility for THE PRACTICE OF MARKETING MANAGEMENT is mine alone. But it is with great pleasure that I acknowledge and thank my reviewers. Whether they evaluated the entire manuscript, or only portions of it, their contributions were many and significant and greatly enhanced the final product.

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Author Biography

Dr. William A. Cohen is Professor of Marketing and Chairman of the Marketing Department at California State University, Los Angeles. His 15 books and more than 100 professional papers have been published in six languages. He is series editor of the JOHN WILEY SERIES ON BUSINESS STRATEGY. He is also a member of five business journal advisory boards and is Associate Editor of the *Journal of Direct Marketing Research*.

Dr. Cohen has held a number of senior corporate management positions, including: Manager of Research and Development at Sierra Engineering Company, Manager of Advanced Technology Marketing at McDonnell Douglas Astronautics Company, Director of Research at Advanced Materials Technology, and President of Global Associates. He is currently on several boards of directors and governmental commissions.

He is the recipient of numerous awards, including Outstanding Professor Award 1982–83; the Freedoms Foundation at Valley Forge Honor Medal for Excellence in Economic Education; a national award from the U.S. Small Business Administration, and many others. His biography is in many directories, including *Who's Who In America*.

Dr. Cohen has a B.S. in Engineering from the United States Military Academy, an MBA from the University of Chicago and a M.A. and Ph.D from Claremont Graduate School.



Photo by Brian G. Ewing

Brief Contents

- 1** The Role and Functions of the Marketing Manager 2
- 2** Strategic Marketing Management 20
- 3** The Marketing Plan and Planning Process 43

PART ONE CASES

- 1 Adolph Coors Brewing Company 70
- 2 Mermax Toy Company, Inc. 86
- 3 The Southwestern Company 89

- 4** Marketing Research and the Marketing Information System 98
- 5** Environmental Scanning, Situational Analysis, and Problem Solving 125
- 6** Competitive Analysis 145
- 7** Buyer Behavior 169
- 8** Forecasting 197

PART TWO CASES

- 4 Morning Treat Coffee Bags 215
- 5 Da-Roche Laboratories, Inc. 219
- 6 Macy's 226
- 7 The Broadway (A) 236
- 8 Butterick Fashion Marketing Company 244

PART ONE
The
Marketing
Manager:
Tasks and
Responsibilities

PART TWO
Marketing
Situational
Analysis

9	The Marketing Organization	250	PART THREE Organizing and Planning Strategic Marketing Activities
10	Concepts of Marketing Strategy	274	
11	The Strategy of New Product Development	298	
PART THREE CASES			
	9 Associated Foods, Incorporated	323	
	10 Perpetual Care Hospital	327	
	11 United States Football League (USFL)	339	
12	Strategy Development: Use of the Product Life Cycle	346	PART FOUR Strategy Alternatives
13	Strategy Alternatives: The Competitive Environment	365	
14	Strategy Alternatives: The International Environment	387	
PART FOUR CASES			
	12 Texas Instruments	412	
	13 Medical Services, Inc.	427	
	14 Porsche AG	433	
15	Product and Service Tactics	140	PART FIVE Organizing and Planning Tactical Marketing Activities
16	Pricing Tactics	460	
17	Channel and Distribution Tactics	481	
18	Advertising and Publicity Tactics	503	
19	Sales Promotion Tactics	528	
20	Sales Management Tactics	549	
21	Implementation	571	
PART FIVE CASES			
	15 Federal Express Corporation	600	
	16 McDonald's	604	
	17 USA Today	609	
	18 Mark-Tele, Inc.	613	
	19 The Broadway (B)	628	
	20 Hyde-Phillip Chemical Company	632	
	21 Bromberg's	638	
	Glossary	643	
	Name Index	663	
	Subject Index	675	

Extended Contents

1 The Role and Functions of the Marketing Manager 2

- The Power of Marketing Management* 2
- Marketing and the Marketing Concept* 3
- Marketing Management and Its Function* 11
- The Tasks and Responsibilities of Marketing Managers* 15

PART ONE The Marketing Manager: Tasks and Responsibilities

2 Strategic Marketing Management 20

- Strategic Marketing Management—The Key to Victory in the Marketplace* 20
- The Concept of Strategic Marketing Management* 21
- Strategy and Where Strategic Marketing Management Fits In* 23
- Structured Approaches to Strategic Marketing Management* 25

3 The Marketing Plan and Planning Process 43

- Marketing Planning* 44
- The Contents and Structure of the Marketing Plan* 50
- Informational Input for Marketing Plans* 56
- The Planning Process* 59
- After the Planning is Over* 65
- Effective Planning* 65

PART ONE CASES

- 1 Adolph Coors Brewing Company 70
- 2 Mermax Toy Company, Inc. 86
- 3 The Southwestern Company 89

- 4** Marketing Research and the Marketing Information System 98
 - MIS: The Marketing Revolution: What and Why* 100
 - The Need for Marketing Research* 108
 - The Roles of the Marketing and Research Managers* 110
 - Marketing Research Is Not Always the Answer* 112
 - What Type of Research?* 114
 - Designing the Research Project* 115

- 5** Environmental Scanning, Situational Analysis, and Problem Solving 125
 - What Makes Up the Environment? The Environs of the Marketplace* 127
 - Environmental Scanning and Situational Analysis* 129
 - Why Environs are Crucial for Successful Marketing* 130
 - Environs Cause Marketing Problems, Opportunities, and Threats* 138
 - Analyzing Problems, Opportunities, or Threats* 138

- 6** Competitive Analysis 145
 - The Most Dangerous Environ* 147
 - Basic Principles of Competition* 147
 - Why Competition May Be Good for Us. The Concept of Competitive Analysis* 152
 - Methods of Competitive Analysis* 156

- 7** Buyer Behavior 169
 - What Buyer Behavior is and Why it is Important* 171
 - The Consumer Buyer Behavior Process* 112
 - Major Factors Influencing Consumer Buyer Behavior* 175
 - Change in the Future of Consumer Behavior* 186
 - The Organizational Buyer Behavior Process* 187

- 8** Forecasting 197
 - What is Forecasting?* 199
 - Market Potential, Sales Potential, and Sales Forecast* 199
 - Comparison of Forecasting Methods* 210
 - The Supreme Importance of Judgment* 212

**PART TWO
Marketing
Situational
Analysis**

PART TWO CASES

- 4 Morning Treat Coffee Bags 215
- 5 Da-Roche Laboratories, Inc. 219
- 6 Macy's 226
- 7 The Broadway (A) 236
- 8 Butterick Fashion Marketing Company 244

- 9** The Marketing Organization 250
 - Marketing Organization—the Objective* 252
 - The Need for Alternative Marketing Organizational Structures* 256
 - Three Dimensions of Organizational Structure* 259
 - The Solution: Alternative Marketing Structures* 261
 - Factors to Consider in Designing a Marketing Organization* 266

- 10** Concepts of Marketing Strategy 274
 - What is Strategy?* 278
 - Military Strategy and the Marketing Strategy* 279
 - Important Marketing Strategies* 281
 - Future Dimensions of Marketing Strategy* 290

- 11** The Strategy of New Product Development 298
 - Why Companies Adopt the New Product Development Strategy* 298
 - The New Product Development Process* 300
 - Increasing the Success Rate* 317

PART THREE CASES

- 9 Associated Foods, Incorporated 323
- 10 Perpetual Care Hospital 327
- 11 United States Football League (USFL) 339

- 12** Strategy Development: Use of the Product Life Cycle 346
 - The Product Life Cycle—What it is and What it Can Do for You* 348
 - What You Need to Know to Exploit the Product Life Cycle* 350
 - New Thoughts on the Product Life Cycle* 361

- 13** Strategy Alternatives: The Competitive Environment 365
 - The Fundamentals* 367

**PART THREE
Organizing
and Planning
Strategic
Marketing
Activities**

**PART FOUR
Strategy
Alternatives**

Giant Smashing: The Small Organization Versus Larger Competitors 368
Entry into the Marketplace 369
Expansion into Additional Markets 374
Market Share Decisions 378
The Dangerous Fight for Market Share 379

- 14** Strategy Alternatives: The International Environment 387
- Advantages of Marketing Internationally* 389
Barriers to International Trade 391
Global Versus International Marketing 394
Global and International Marketing Alternatives 398
Expansion into Foreign Markets 401
Foreign Market Analysis Methodologies 405

PART FOUR CASES

12 Texas Instruments 412
13 Medical Services, Inc. 427
14 Porsche AG 433

- 15** Product and Service Tactics 440
- The Product and Service Concept* 442
Alternative Product Decisions 446
Product Branding 449
Brand Extension Versus Unique Brands 450
Product Packaging 455

**PART FIVE
Organizing
and Planning
Tactical
Marketing
Activities**

- 16** Pricing Tactics 460
- Pricing: The Revenue-Making Decision* 461
Concepts of the Pricing Decision 462
Special Pricing Considerations 464
Setting the Price 472
Elements of a Successful Pricing System 478

- 17** Channel and Distribution Tactics 481
- Channel Decisions* 483
Channel Management 493
Physical Distribution Management 496

- 18** Advertising and Publicity Tactics 503
- Advertising and Publicity: Why so Important?* 504

*The Five Questions for Employing Advertising
and Publicity* 508
Where to Advertise or Publicize 510
How Much to Spend 512
When to Advertise/Publicize 515
What to Say 516
How to Measure Results 520
Direct Marketing 521

19 Sales Promotion Tactics 528

*Why Sales Promotion Is Important and Growing
Fast* 529
Major Categories of Sales Promotional Techniques 533
Choosing the Right Promotional Vehicle 543
Analysis 544

20 Sales Management Tactics 549

The Importance of Personal Selling 551
Developing an Effective Sales Force 553
Sales Management Power and Responsibilities 557
Improving Sales Performance 561
Performance Measurement 571

21 Implementation 576

The Marketing Campaign is the Payoff 577
Why Things Don't Go Right 581
*The Implementation Functions of the Marketing
Manager* 584

PART FIVE CASES

15 Federal Express Corporation 600
 16 McDonald's 604
 17 USA Today 609
 18 Mark-Tele, Inc. 613
 19 The Broadway (B) 628
 20 Hyde-Phillip Chemical Company 632
 21 Bromberg's 638

Glossary 643

Name Index 663

Subject Index 675

PART ONE

The Marketing Manager: Tasks and Responsibilities

This section is the foundation for understanding the sections of the text which follow, and is therefore crucial for mastering the tasks and responsibilities of the marketing manager. Chapter 1, *The Role and Functions of the Marketing Manager* introduces the concept of marketing in the context of the activities of the marketing manager. You will learn what a marketing manager does and what he (or she) is responsible for and how the activities of the marketing manager contribute to the success of the firm. This is followed in Chapter 2, *Strategic Marketing Management* by the introduction to one of the major activities of the marketing manager: the development of strategy. You will learn how strategic marketing management is integrated with marketing strategy and marketing tactics, and you will learn practical techniques for applying these important skills. Finally, in Chapter 3, *The Marketing Plan and Planning Process*, you will be given procedures which will allow you to develop a marketing plan for any product, project, or service that you choose. I consider this one of the most valuable chapters in the book, for my own students have used this information to write plans which have won competitions for planning, were sold for thousands of dollars, and which benefited those who implemented them by helping their projects become successful.