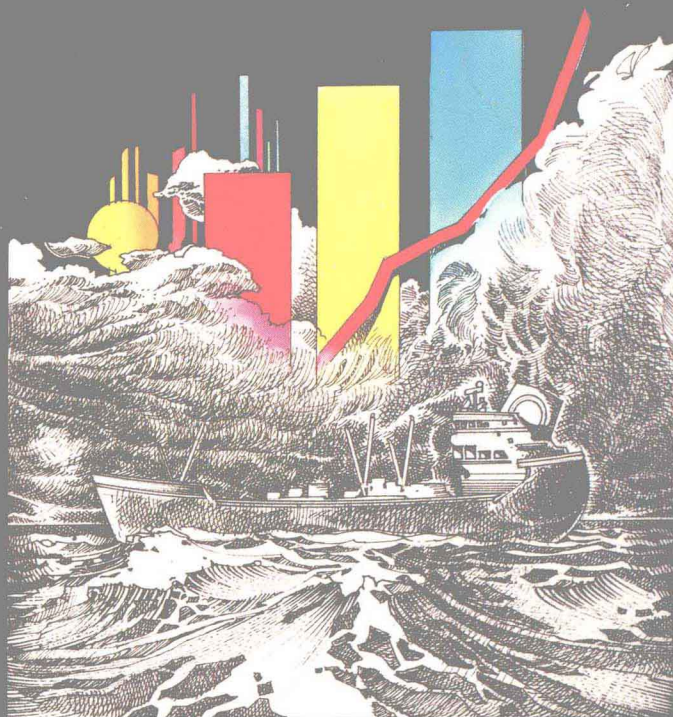


Annual Editions

MARKETING

94/95



MARKETING

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Editor

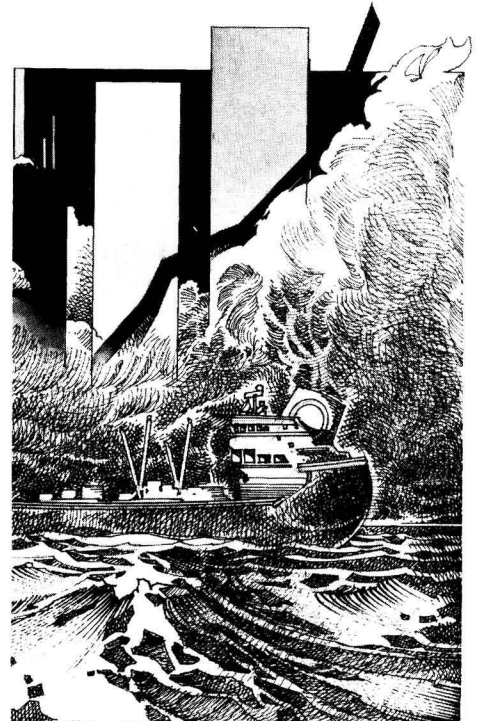
John E. Richardson
Pepperdine University

Dr. John E. Richardson is Associate Professor of Management in the School of Business and Management at Pepperdine University. He is president of his own consulting firm and has consulted with organizations such as Bell and Howell, Dayton-Hudson, Epson, and the U.S. Navy as well as with various service, nonprofit, and franchise organizations. Dr. Richardson is a member of the American Marketing Association, the American Management Association, the Society for Business Ethics, and Beta Gamma Sigma honorary business fraternity.

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of Annual Editions. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think you'll find their careful consideration well reflected in this volume.

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To the Reader

In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the *public press* in providing current, first-rate educational information in a broad spectrum of interest areas. Within the articles, the best scientists, practitioners, researchers, and commentators draw issues into new perspective as accepted theories and viewpoints are called into account by new events, recent discoveries change old facts, and fresh debate breaks out over important controversies.

Many of the articles resulting from this enormous editorial effort are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully collected, organized, indexed, and reproduced in a low-cost format, which provides easy and permanent access when the material is needed. That is the role played by *Annual Editions*. Under the direction of each volume's Editor, who is an expert in the subject area, and with the guidance of an Advisory Board, we seek each year to provide in each ANNUAL EDITION a current, well-balanced, carefully selected collection of the best of the public press for your study and enjoyment. We think you'll find this volume useful, and we hope you'll take a moment to let us know what you think.

The 1990s are proving to be an exciting and challenging time for the American business community. Recent dramatic social, economic, and technological changes have become an important part of the present marketplace. These changes—accompanied by increasing domestic and foreign competition—are leading a wide array of companies and industries toward the realization that better marketing must become a top priority now to ensure their future success.

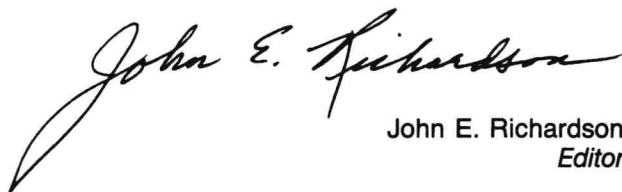
How does the marketing manager respond to this growing challenge? How does the marketing student apply marketing theory to the real-world practice? Many reach for the *Wall Street Journal*, *Business Week*, *Fortune*, and other well-known sources of business information. There, specific industry and company strategies are discussed and analyzed, marketing principles are often reaffirmed by real occurrences, and textbook theories are supported or challenged by current events.

The articles reprinted in this edition of *Annual Editions: Marketing* have been carefully chosen from numerous different public press sources to provide current information on marketing in the world today. Within these pages you will find articles that address marketing theory and application in a wide range of industries from automobiles to health care, and computers to transportation. In addition, the selections reveal how several firms interpret and utilize marketing principles in their daily operations and corporate planning.

The volume contains a number of features designed to be useful for marketing students, researchers, and professionals. These include the *industry/company guide*, which is particularly helpful when seeking information about specific corporations; a *topic guide* to locate articles on specific marketing subjects; the *table of contents abstracts*, which summarize each article and highlight key concepts; a *glossary* of key marketing terms; and a comprehensive *index*.

The articles are organized into four units. Selections that focus on similar issues are concentrated into subsections within the broader units. Each unit is preceded by an overview that provides background for informed reading of the articles, emphasizes critical issues, and presents *challenge questions* that focus on major themes throughout the selections.

This is the sixteenth edition of *Annual Editions: Marketing*. Since its first edition in the mid-1970s, the efforts of many individuals have contributed toward its success. We think this is by far the most useful collection of material available for the marketing student. We are anxious to know what you think. What are your opinions? What are your recommendations? Please take a moment to complete and return the article rating form on the last page of this volume. Any book can be improved, and this one will continue to be, annually.



John E. Richardson
Editor



Unit 1

Marketing in the 1990s and Beyond

Thirteen selections examine the current and future status of marketing, the marketing concept, marketing ethics, and the utilization of marketing strategies in industries.

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Topic Guide	1
Industry/Company Guide	4
Overview	6

A. CHANGING PERSPECTIVES

1. **Portrait of a Changing Consumer**, Ken Dychtwald and Greg Gable, *Business Horizons*, January/February 1990. Based upon years of **research**, **focus group** studies, and **demonographic** analysis, the authors discuss how marketers must incorporate the changes in their **customer** base into changes in their future **marketing strategies**. 8
2. **The Future of Advertising**, Peter F. Eder, *The Futurist*, July/August 1993. The author believes that in a **competitive environment**, nurtured by a democratic and free information marketplace, **advertising** will increasingly harmonize with information and entertainment, benefiting advertisers, the media, and consumers alike. 19
3. **Selling With Sentiment**, Bristol Voss, *Sales & Marketing Management*, March 1993. Although Hallmark, FTD, and Bron Shoe have an impressive record of **innovation** and achievement—both historically and financially—these companies are not content to rest on their laurels. For them, success in **selling** sentiment is an ongoing process. 22
4. **The Fall of the Mall**, Gretchen Morgenson, *Forbes*, May 24, 1993. According to the author, the spread of just-in-time **retailing** promises to level slow-witted traditional merchants while creating great opportunities for **innovative** ones. 26

B. THE MARKETING CONCEPT

5. **Marketing Myopia (With Retrospective Commentary)**, Theodore Levitt, *Harvard Business Review*, September/October 1975. According to Theodore Levitt, shortsightedness can make managers unable to recognize that there is no such thing as a growth industry—as the histories of the railroad, movie, and oil industries show. To survive, he says, a company must learn to apply the **marketing concept**: to think of itself not as producing goods or services, but as buying customers. 31

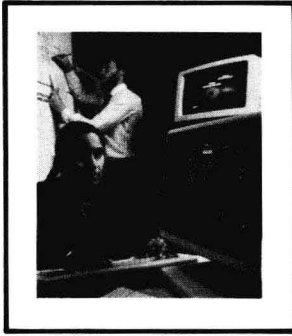
6. **The Marketing Concept: A Forgotten Aid for Marketing High-Technology Products**, Dennis J. Cahill and Robert M. Warshawsky, *The Journal of Consumer Marketing*, Volume 10, Number 1, 1993. 43
Dennis Cahill and Robert Warshawsky delineate the importance of applying the tenets of the **marketing concept** to the marketing of high-technology **products**.
7. **Relationship Marketing: Positioning for the Future**, Jonathan R. Copulsky and Michael J. Wolf, *Journal of Business Strategy*, July/August 1990. 49
The authors demonstrate how relationship marketing combines elements of general **advertising**, **sales promotion**, **public relations**, and direct marketing to create more effective and more efficient ways of reaching **consumers**.
8. **What Is Customer-Driven Marketing?** Earl Naumann and Patrick Shannon, *Business Horizons*, November/December 1992. 54
For a company to become truly **customer driven**, the authors believe that a major shift in corporate philosophy must take place. Such a change in orientation usually results from a gradual, evolutionary process with three stages: (1) bliss, (2) awareness, and (3) commitment.

C. SERVICES AND SOCIAL MARKETING

9. **Customer Service's Big Payoff**, Ted J. Rakstis, *Kiwanis Magazine*, October 1992. 64
This article describes how quality **products** and **customer service** will be essential determinants for business survival in the 1990s.
10. **Companies That Serve You Best**, Patricia Sellers, *Fortune*, May 31, 1993. 68
In the cutthroat, cost-conscious, **globally competitive** 1990s, Home Depot is seen by its customers as a **retail** Disneyland for residential fixer-uppers.
11. **How to Invent Service**, Chip R. Bell, *The Journal of Services Marketing*, Winter 1992. 74
Chip Bell explains how the core of **service distinction** is a human feeling. When the delivery of a service is over, the customer is left—not with an object—but only with a memory of dazzlement, pleasure, satisfaction, disappointment, or victimization.

D. MARKETING ETHICS AND SOCIAL RESPONSIBILITY

12. **The Ethics of Bootstrapping**, Scott Cook, *Inc.*, September 1992. 77
Scott Cook founded Intuit, maker of the check-writing software **product** Quicken, with \$151,000 in 1984. Cook freely shares his experience with a little, struggling start-up venture that faced **ethical** questions almost every day.
13. **Marketing to the Disabled: New Workplace Law Stirs Interest in Largely Untapped Market**, Carrie Goerne, *Marketing News*, September 14, 1992. 80
Disabled **consumers** are getting the nod from **advertisers** with mainstream campaigns for everything from denture cleaner to beer.

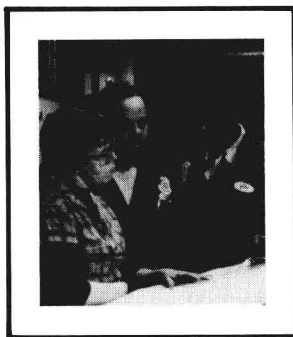


Unit 2

Research, Markets, and Consumer Behavior

Thirteen selections provide an analysis of consumer demographics and lifestyles, the growth and maturation of markets, and the need for market research and planning.

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A. MARKET RESEARCH	
14. Do-It-Yourself Techniques to Solve Marketing Problems, <i>Profit-Building Strategies for Business Owners</i> , December 1992.	84
This article provides some clear, straightforward guidance for conducting marketing research .	
15. Market Research: A Pocket Guide for Managers , Fahri Karakaya, <i>SAM Advanced Management Journal</i> , Summer 1991.	87
The author elucidates that the successful planning, implementation, and control of marketing strategies and the solving of marketing problems require good research and information about customers , products , and the business environment .	
16. Margin of Error , Cynthia Crossen, <i>Wall Street Journal</i> , November 14, 1991.	94
After examining hundreds of recent studies, Cynthia Crossen concludes that all too often the business of research has become pervaded by bias and distortion.	
17. The Difference in Black and White , Eugene Morris, <i>American Demographics</i> , January 1993.	97
Important research information reflects that blacks and whites display profound differences in language use, tastes, and product preferences. African Americans see the same advertising and promotional campaigns as other Americans, but they may not interpret the messages in the same way.	
B. MARKETS AND DEMOGRAPHICS	
18. What Does "Hispanic" Mean? Patricia Braus, <i>American Demographics</i> , June 1993.	101
Some marketers believe it is possible to market to Hispanic Americans as a single group. Others contend that looking at 22 million people as one market ignores a considerable amount of cultural and demographic diversity.	
19. Baby Busters: The Neglected Generation , John E. Richardson and Brad Sago, <i>The Dushkin Publishing Group</i> , 1993.	106
The authors describe some of the significant demographic and psychographic characteristics of the Baby Buster Generation. They also suggest that marketers need to be cognizant of certain considerations when addressing the busters.	
20. Wanted: The Single Consumer , Ted J. Rakstis, <i>Kiwanis Magazine</i> , August 1992.	110
According to the 1990 U.S. census, 23 million Americans live alone. Research studies show that singles share such traits as a tendency to spend more on travel, convenience foods, and restaurants than married adults. But this vast, fragmented market includes everyone from carefree twenty-one-year-olds to elderly widows.	



Unit 3

Developing and Implementing Marketing Strategies

Fifteen selections analyze factors that affect the development and implementation of marketing strategies.

21. **The Brave New World of Men**, Diane Crispell, *American Demographics*, January 1992. 114
The author believes that knowing how men are changing—and how they are not—is the key to **targeting** them in the 1990s.
22. **Strategically Positioning Your Way Into the Aging Marketplace**, Charles D. Schewe, *Business Horizons*, May/June 1991. 119
Charles Schewe discusses how marketers must take special care when **positioning** their **products** toward the older **segment** of the **consumer market**.

C. CONSUMER BEHAVIOR

23. **Consumer Behavior: Yesterday, Today, and Tomorrow**, Judith Lynne Zaichkowsky, *Business Horizons*, May/June 1991. 127
How the individual-oriented **consumer behavior** of the past will change to a more collective style in the 1990s is prognosticated in this article.
24. **What Does a Customer Want?** Mike Herrington, *Across the Board*, April 1993. 135
The article reveals the importance of marketers' **differentiating** their offerings dependent upon where the customer is in the hierarchy of customer satisfaction. By meeting **customer needs** sequentially and cumulatively, marketers ultimately give the customer everything and become a partner on the inside, rather than a suitor on the outside.
25. **What Intelligent Consumers Want**, Faye Rice, *Fortune*, December 28, 1992. 138
Faye Rice provides an enlightening profile of today's **customer**. While quality is still important, today's customer expects to receive the lowest possible **price**. Manufacturers and **retailers** need to be cognizant that bargain buying is a phenomenon that is likely to last.
26. **Putting It Mildly, More Consumers Prefer Only Products That Are 'Pure,' 'Natural,'** Kathleen Deveny, *Wall Street Journal*, May 11, 1993. 142
According to the author, the trend of consumers' preferring **products** that are "pure" and "natural" represents a significant shift in **consumer behavior**.

Overview 144

27. **Market-Driven Strategies for Competitive Advantage**, David W. Cravens and Shannon H. Shipp, *Business Horizons*, January/February 1991. 146
The authors delineate how unprecedented **global competition** and an increasingly dynamic marketplace, influenced by massive **demographic** and socioeconomic shifts in the population base, are some of the forces driving executives to alter their business and **marketing strategies** to improve **competitive advantage**.
28. **A Marketing Plan You Can Design**, Arthur Feinglass, *Nation's Business*, May 1993. 155
The author suggests a basic format for designing a marketing plan and creating a successful **marketing strategy**. All it takes is a realistic assessment of the nature and characteristics of the **product** being sold, careful scrutiny of the appropriate customers to be **targeted**, and establishment of ways to best reach the most profitable markets.

A. *PRODUCT*

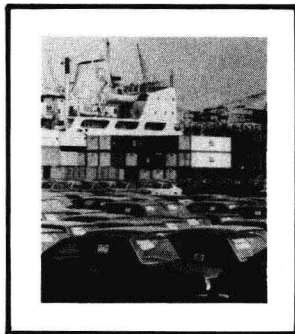
29. **Flops**, *Business Week*, August 16, 1993. 157
From the Edsel to New Coke, **new-product failures** have had a long, inglorious history. This article reflects on some of the anatomies of recent fiascoes and provides a six-step program for better launchings.
30. **What's in a Brand?** Diane Crispell and Kathleen Brandenburg, *American Demographics*, May 1993. 163
To businesses, **brands** mean **market share**. The importance of a company's nurturing the significant link between consumers and brands is discussed in this article.
31. **Brand Loyalty: Can It Be Revived?** Shari Caudron, *Industry Week*, April 5, 1993. 168
Shari Caudron analyzes the continuing decline in **brand loyalty** and reflects on how marketers are scrambling for ways to reward their faithful few.

B. *PRICING*

32. **Ten Timeless Truths About Pricing**, Allan J. Magrath, *The Journal of Consumer Marketing*, Winter 1991. 171
The author suggests several principles in the area of **pricing** that marketers need to be cognizant of and for which they need to develop skills.
33. **Yield Management: Pricing Strategy of the '90s?** James C. Makens, *Marriott Hotel Portfolio Magazine*, November/December 1989. 180
James Makens discusses a new management **pricing** tool called "Yield Management." Yield Management applies basic concepts of microeconomics by helping to isolate **market segments** based on consumers' willingness to pay different rates. It takes advantage of the fact that virtually all **products and services** are subject to a supply and demand curve.
34. **Marketing the Premium Product**, John A. Quelch, *Business Horizons*, May/June 1987. 183
Premium **products**—from gourmet ice cream to luxury imported cars—are being **targeted** at the upper end of the **price** performance pyramid. Becoming a premium marketer offers both opportunities for growth and potential risks.
35. **Penney's Rediscovered Its Calling**, *Business Week*, April 5, 1993. 191
After muddling its franchise, the fourth largest **retailer** is refocusing its **market strategy** to good quality at lower **prices**.

C. *DISTRIBUTION*

36. **The Retail Revolution**, Peter F. Drucker, *Wall Street Journal*, July 15, 1993. 193
Peter Drucker envisions that successful new **retailers** will be proactive in supplying customers with necessary information to easily locate and purchase products. They will also develop means to help customers get out of the store as fast as possible once they have made their purchases.
37. **Training for a New Ball Game: Retailing in the 21st Century**, Alfred F. Lynch, *The Futurist*, July/August 1992. 195
In the future, the author foresees that the **retail** "game" will have changing rules, altered playing fields, and added new **competitors**.



Unit 4

Global Marketing

Five selections discuss the increasing globalization of markets, trends in world trade, and increasing foreign competition.

38. **Survival Tactics for Retailers**, Meg Whittemore, *Nation's Business*, June 1993. 198

The author elucidates how **personal service**, specialized merchandise, and **product-value** guarantees are just a few approaches that **retailers** must adopt to outlast a difficult **economy**.

39. **"Retailing Will Never Be the Same,"** *Business Week*, July 26, 1993. 203

Retailing's new frontier of home shopping is going upscale and high tech. Infomercials, the video mall, and interactive television are projected as important components of this new retailing frontier.

D. PROMOTION

40. **What's Right, What's Wrong With Each Medium**, Tom Eisenhart, *Business Marketing*, April 1990. 209

Selecting the right media tools to **promote** marketing messages requires careful consideration of all the available options. In addition to providing help in this area, the article concludes with some criteria for tailoring a **media mix** that includes length of message, **targetability**, **demographic mix**, and **psychographic match**.

41. **Marketscan: Displays Pay Off for Grocery Marketers**, Kathleen Deveny, *Wall Street Journal*, October 15, 1992. 216

Eye-catching displays of **products** (such as salty snacks and laundry detergents) can boost supermarket sales dramatically.

Overview

42. **Communicating to a Diverse Europe**, James E. McLauchlin, *Business Horizons*, January/February 1993. 220

Global marketing to Europe, the author suggests, will require regional communication **strategies** as consumer preferences slowly begin to merge.

43. **U.S. Firms Look to European Kids**, Robert Lever, *Europe*, September 1992. 223

American companies are discovering that kids in Europe can be a lucrative market. In the last decade, an increasing number of U.S. firms have brought their **mass-marketing strategy** to Europe to sell toys, games, and other products, taking advantage of the current fascination with American popular culture.

44. **Beware the Pitfalls of Global Marketing**, Kamran Kashani, *Harvard Business Review*, September/October 1989. 225

In **global marketing**, the author elucidates how shortcomings in a **marketing strategy**, such as inadequate **research** and poor follow-up, can fella a good **product**.

45. **U.S. Firms Yell Olé to Future in Mexico**, Matt Moffett, *Wall Street Journal*, March 8, 1993. 232

U.S. **retailers** and **franchisers** are looking to Mexico for sales growth potential.

46. **The Rumble Heard Round the World: Harleys**, *Business Week*, May 24, 1993. 234

Harley-Davidson is overhauling its **global marketing**. In the late 1980s, Harley began to recruit more dealers in Japan and Europe. More importantly, it customized its U.S. marketing package for different cultures.

Glossary

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Topic Guide

This topic guide suggests how the selections in this book relate to topics of traditional concern to students and professionals involved with the study of marketing. It is useful for locating articles that relate to each other for reading and research. The guide is arranged alphabetically according to topic. Articles may, of course, treat topics that do not appear in the topic guide. In turn, entries in the topic guide do not necessarily constitute a comprehensive listing of all the contents of each selection.

TOPIC AREA	TREATED IN:	TOPIC AREA	TREATED IN:
Advertising	<ul style="list-style-type: none"> 2. Future of Advertising 6. Marketing Concept 13. Marketing to the Disabled 14. Do-It-Yourself Techniques 16. Margin of Error 17. Difference in Black and White 18. What Does "Hispanic" Mean? 19. Baby Busters 21. Brave New World of Men 26. Putting It Mildly, More Consumers Prefer Only Products That are 'Pure,' 'Natural' 31. Brand Loyalty 39. "Retailing Will Never Be the Same" 40. What's Right, What's Wrong With Each Medium 41. Marketscan 42. Communicating to a Diverse Europe 	Consumer Demographics/ Consumer Behavior (cont.)	<ul style="list-style-type: none"> 23. Consumer Behavior 24. What Does a Customer Want? 25. What Intelligent Consumers Want 26. Putting It Mildly, More Consumers Prefer Only Products That Are 'Pure,' 'Natural' 30. What's in a Brand? 31. Brand Loyalty 33. Yield Management 39. "Retailing Will Never Be the Same" 43. U.S. Firms Look to European Kids 45. U.S. Firms Yell Olé to Future in Mexico
Brands and Branding	<ul style="list-style-type: none"> 1. Portrait of a Changing Consumer 2. Future of Advertising 7. Relationship Marketing 19. Baby Busters 23. Consumer Behavior 25. What Intelligent Consumers Want 29. Flops 30. What's in a Brand? 31. Brand Loyalty 32. Ten Timeless Truths About Pricing 34. Marketing the Premium Product 41. Marketscan 44. Beware the Pitfalls of Global Marketing 	Distribution Planning and Strategies	<ul style="list-style-type: none"> 4. Fall of the Mall 19. Baby Busters 31. Brand Loyalty 32. Ten Timeless Truths About Pricing 36. Retail Revolution 37. Training for a New Ball Game 38. Survival Tactics for Retailers 39. "Retailing Will Never Be the Same" 45. U.S. Firms Yell Olé to Future in Mexico
Competition	<ul style="list-style-type: none"> 2. Future of Advertising 8. What Is Customer-Driven Marketing? 10. Companies That Serve You Best 12. Ethics of Bootstrapping 23. Consumer Behavior 25. What Intelligent Consumers Want 27. Market-Driven Strategies for Competitive Advantage 28. Marketing Plan You Can Design 29. Flops 33. Yield Management 35. Penney's Rediscovered Its Calling 37. Training for a New Ball Game 38. Survival Tactics for Retailers 	Economic Environment	<ul style="list-style-type: none"> 4. Fall of the Mall 8. What Is Customer-Driven Marketing? 9. Customer Service's Big Payoff 12. Ethics of Bootstrapping 15. Market Research 19. Baby Busters 22. Strategically Positioning Your Way Into the Aging Marketplace 23. Consumer Behavior 27. Market-Driven Strategies for Competitive Advantage 28. Marketing Plan You Can Design 31. Brand Loyalty 33. Yield Management 38. Survival Tactics for Retailers 45. U.S. Firms Yell Olé to Future in Mexico
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		Franchising	<ul style="list-style-type: none"> 10. Companies That Serve You Best 35. Penney's Rediscovered Its Calling 37. Training for a New Ball Game 39. "Retailing Will Never Be the Same" 45. U.S. Firms Yell Olé to Future in Mexico 46. Rumble Heard Round the World: Harleys
		Global Markets	<ul style="list-style-type: none"> 10. Companies That Serve You Best 27. Market-Driven Strategies for Competitive Advantage 32. Ten Timeless Truths About Pricing 34. Marketing the Premium Product 36. Retail Revolution 37. Training for a New Ball Game

TOPIC AREA	TREATED IN:	TOPIC AREA	TREATED IN:
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INDUSTRY/COMPANY GUIDE

This guide was prepared to provide an easy index to the many industries and companies discussed in detail in the 46 selections included in *Marketing 94/95*. It should prove useful when researching specific interests.

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Marketing in the 1990s and Beyond

- Changing Perspectives (Articles 1–4)
- The Marketing Concept (Articles 5–8)
- Services and Social Marketing (Articles 9–11)
- Marketing Ethics and Social Responsibility (Articles 12 and 13)

If we want to know what a business is we must start with its purpose. . . . There is only one valid definition of business purpose: to create a customer. What business thinks it produces is not of first importance—especially not to the future of the business or to its success. What the customer thinks he is buying, what he considers “value” is decisive—it determines what a business is, what it produces, and whether it will prosper.

—Peter Drucker, *The Practice of Management*

When Peter Drucker penned these words in 1954, American industry was just awakening to the realization that

marketing would play an important role in the future success of businesses. The ensuing years have seen an increasing number of firms in highly competitive areas—particularly in the consumer goods industry—adopt a more sophisticated customer orientation and an integrated marketing focus.

The dramatic economic and social changes of the last decade have stirred companies in an even broader range of industries—from banking and air travel to communications—to the realization that marketing will provide them with their cutting edge. Demographic and lifestyle

