Chapter Two

Marketing's Role within the Firm or Nonprofit Organization

When You Finish This Chapter, You Should

1. Know what the marketing concept is—and how it should affect strategy planning in a firm or non-profit organization.

2. Understand what customer value is and why it is important to customer satisfaction.

3. Understand what a marketing manager does.

4. Know what marketing strategy planning is—and why it will be the focus of this book.

5. Understand target marketing.

6. Be familiar with the four Ps in a marketing mix.

7. Know the difference between a marketing strategy, a marketing plan, and a marketing program.

8. Understand the important new terms (shown in **red**).

www.mhhe.

Marketing and marketing management are important in our society—and in business firms and nonprofit organizations. As you saw in Chapter 1, marketing is concerned with anticipating needs and directing the flow of goods and services from producers to consumers. This is done to satisfy the needs of consumers and achieve the objectives of the firm (the micro view) and of society as a whole (the macro view).

To get you thinking about the marketing strategy planning ideas we will be developing in this chapter and the rest of the book, let's consider Dell Computers.

As a freshman in college, Michael Dell started selling computers from his dorm room. At that time, the typical marketing mix for PCs emphasized distribution through specialized computer stores. The quality of the dealers' machines and service didn't always justify the high prices they charged. Moreover, dealers often couldn't give customers the set of features they wanted from machines they had in stock.

Dell decided there was a target market of price-conscious customers who would respond to a different marketing mix. He used direct-response advertising in computer magazines—and customers called a toll-free telephone number to order a computer with the exact features they wanted. Computers were built to match the specific orders that came in. Then, Dell used UPS to quickly ship orders directly to the customer. Prices were low, too—because the build-to-order approach reduced inventory costs. And, the direct channel meant there was no retailer markup. This approach also kept Dell in constant contact with customers. Thus, any problems could be identified quickly and corrected. For example, Dell pioneered a system of guaranteed on-site service—within 24 hours.

Of course, it's hard to satisfy everyone all of the time. For example, profits fell when the quality of Dell's laptops didn't measure up. However, Dell quickly learned from its mistakes.

As sales grew, Dell put more money into advertising. Its ad agency crafted ads that helped position Dell in consumers' minds as an aggressive, value-oriented source of computers. At the same time, Dell added a direct sales force to call on big government and corporate buyers—because they expected in-person selling and a relationship—

com/fourps

not just a telephone contact. These customers also wanted high-power machines to run their corporate networks—so Dell did R&D to create what they needed.

Dell also saw the prospect for international growth. Many firms moved into Europe by exporting. But Dell set up its own operations there. In less than five years, sales in Europe grew to 40 percent of Dell's total revenue. And in 1996, Dell pushed into 10 Asian markets. So, in 1997, Dell's advertising manager invited major ad agencies to make presentations on how Dell could be more effective with its $80 million global advertising campaign.

By the mid 1990s, other firms were cutting prices and also trying to imitate Dell's direct-order approach. For example, IBM set up Ambra, a direct-sales division. However, the retailers who were selling the bulk of IBM's computers were not happy about facing price competition from their own supplier! So IBM couldn't simply copy Dell's strategy, as it was in conflict with the rest of IBM's marketing program.

As computer prices fell, Dell saw an opportunity for profitable growth with a web site (www.dell.com) on the Internet. Dell's web site was soon generating direct sales of up to $6 million a day—about $1 billion in the first year! Building on its lead, Dell upgraded the web site to make it appeal to big-order corporate buyers who wanted features such as automatic order confirmation. Of course, there's still a need to keep these demanding buyers happy after the sale. So, big customers like Ford Motor Company have a Dell sales rep who is located right at the customer's facility.[1]

Marketing's Role Has Changed a Lot Over the Years

From our Dell case, it's clear that marketing decisions are very important to a firm's success. But marketing hasn't always been so complicated. In fact, understanding how marketing thinking has evolved makes the modern view clearer. So, we will discuss four stages in marketing evolution: (1) the production era, (2) the sales era, (3) the marketing department era, and (4) the marketing company era. We'll talk about these eras as if they applied generally to all firms—but keep in mind that *some managers still have not made it to the final stages*. They are stuck in the past with old ways of thinking.

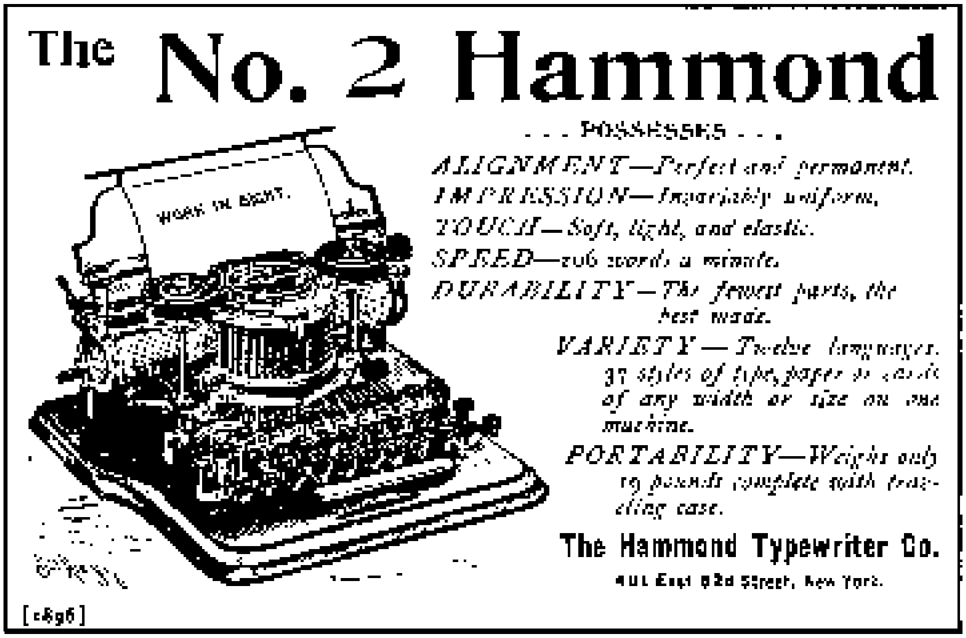
From the production to the sales era

From the Industrial Revolution until the 1920s, most companies were in the production era. The **production era** is a time when a company focuses on production of a few specific products—perhaps because few of these products are available in the market. "If we can make it, it will sell" is management thinking characteristic of the production era. Because of product shortages, many nations—including China and many of the newly independent republics of Eastern Europe—continue to operate with production era approaches.

By about 1930, most companies in the industrialized Western nations had more production capability than ever before. Now the problem wasn't just to produce—but to beat the competition and win customers. This led many firms to enter the sales era. The **sales era** is a time when a company emphasizes selling because of increased competition.

To the marketing department era

For most firms in advanced economies, the sales era continued until at least 1950. By then, sales were growing rapidly in most areas of the economy. The problem was deciding where to put the company's effort. Someone was needed to tie together



In 1896, a firm could easily sell all the typewriters it could produce because there were few available in the market.

efforts on new products, customer research, advertising, shipping, and sales. As this situation became more common, the sales era was replaced by the marketing department era. The **marketing department era** is a time when all marketing activities are brought under the control of one department to improve short-run policy planning and to try to integrate the firm's activities.

To the marketing company era

Since 1960, most firms have developed at least some staff with a marketing management outlook. Many of these firms have even graduated from the marketing department era into the marketing company era. The **marketing company era** is a time when, in addition to short-run marketing planning, marketing people develop long-range plans—sometimes 10 or more years ahead—and the whole company effort is guided by the marketing concept.

What Does the Marketing Concept Mean?

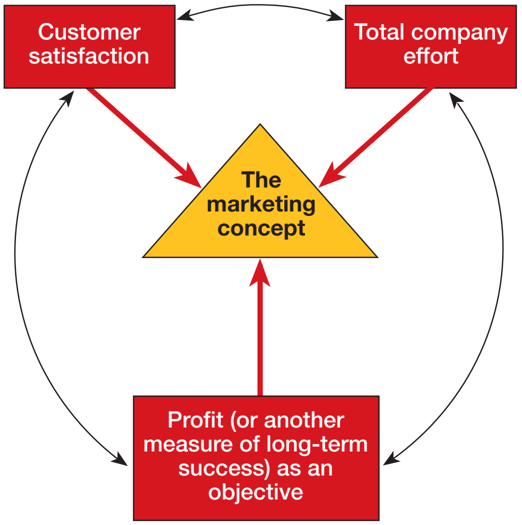
The **marketing concept** means that an organization aims *all* its efforts at satisfying its *customers*—at a profit. The marketing concept is a simple but very important idea. See Exhibit 2–1.

The marketing concept is not a new idea—it's been around for a long time. But some managers show little interest in customers' needs. These managers still have a **production orientation**—making whatever products are easy to produce and *then* trying to sell them. They think of customers existing to buy the firm's output rather than of firms existing to serve customers and—more broadly—the needs of society.

Well-managed firms have replaced this production orientation with a marketing orientation. A **marketing orientation** means trying to carry out the marketing concept. Instead of just trying to get customers to buy what the firm has produced, a marketing-oriented firm tries to offer customers what they need.

Three basic ideas are included in the definition of the marketing concept: (1) customer satisfaction, (2) a total company effort, and (3) profit—not just sales—as an objective. These ideas deserve more discussion.

Exhibit 2–1
Organizations with a Marketing Orientation Carry Out the Marketing Concept



Customer satisfaction guides the whole system

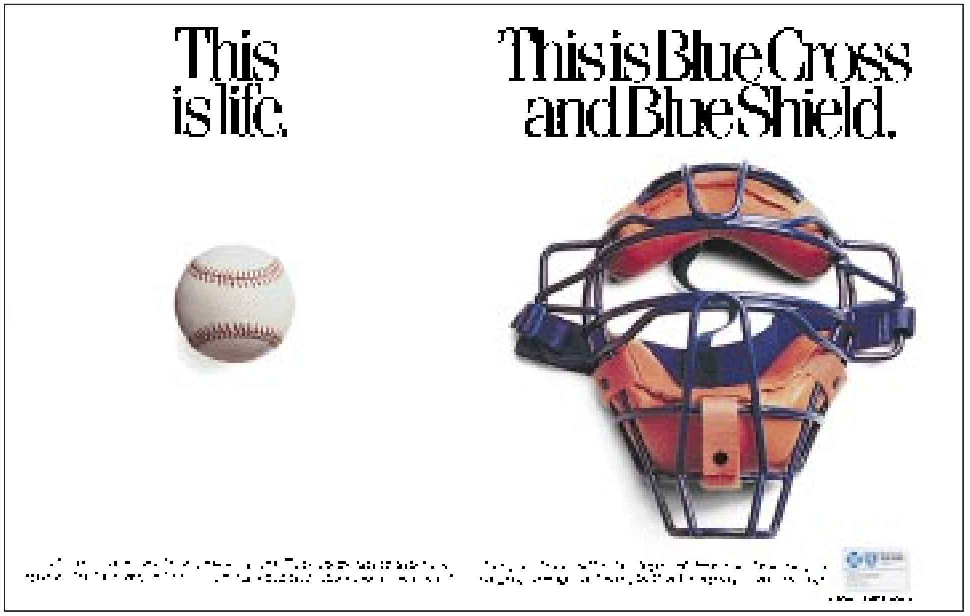
"Give the customers what they need" seems so obvious that it may be hard for you to see why the marketing concept requires special attention. However, people don't always do what's logical—especially when it means changing what they've done in the past. In a typical company 35 years ago, production managers thought mainly about getting out the product. Accountants were interested only in balancing the books. Financial people looked after the company's cash position. And salespeople were mainly concerned with getting orders for whatever product was in the warehouse. Each department thought of its own activity as the center of the business. Unfortunately, this is still true in many companies today.

Work together to do a better job

Ideally, all managers should work together as a team. Every department may directly or indirectly impact customer satisfaction. But some managers tend to build "fences" around their own departments. There may be meetings to try to get them to work together—but they come and go from the meetings worried only about protecting their own turf.

A customer service representative and a material handler at Timken Company work together to be sure that an order being shipped to Chile will satisfy a customer's needs.

Many service organizations, including Blue Cross and Blue Shield, a health insurance provider, have begun to apply the marketing concept and are working harder to develop long-run relationships with their customers.



We use the term *production orientation* as a shorthand way to refer to this kind of narrow thinking—and lack of a central focus—in a business firm. But keep in mind that this problem may be seen in sales-oriented sales representatives, advertising-oriented agency people, finance-oriented finance people, directors of nonprofit organizations, and so on. It is not just a criticism of people who manage production. They aren't any more guilty of narrow thinking than anyone else.

The "fences" come down in an organization that has accepted the marketing concept. There are still departments, of course, because specialization often makes sense. But the total system's effort is guided by what customers want—instead of what each department would like to do.

The marketing concept provides a guiding focus that *all* departments adopt. It should be a philosophy of the whole organization, not just an idea that applies to the marketing department.

Survival and success require a profit

Firms must satisfy customers. But keep in mind that it may cost more to satisfy some needs than any customers are willing to pay. Or, it may be much more costly to try to attract new customers than it is to build a strong relationship with—and repeat purchases from—existing customers. So profit—the difference between a firm's revenue and its total costs—is the bottom-line measure of the firm's success and ability to survive. It is the balancing point that helps the firm determine what needs it will try to satisfy with its total (sometimes costly!) effort.

Adoption of the Marketing Concept Has Not Been Easy or Universal

The marketing concept seems so logical that you would think most firms would quickly adopt it. But this isn't the case. Many firms are still production-oriented.

The marketing concept was first accepted by consumer products companies such as General Electric and Procter & Gamble. Competition was intense in their markets—and trying to satisfy customers' needs more fully was a way to win in this competition. Widespread publicity about the success of the marketing concept at these companies helped spread the message to other firms.[2]

Producers of industrial commodities—steel, coal, paper, glass, and chemicals—have accepted the marketing concept slowly if at all. Similarly, many traditional retailers have been slow to accept the marketing concept.

Service industries are catching up

Service industries—including airlines, utilities, banks, investment firms, lawyers, physicians, accountants, and insurance companies—were slow to adopt the marketing concept, too. But in recent years this has changed dramatically. This is partly due to changes in government regulations that forced many of these businesses to be more competitive.[3]

Banks used to be open for limited hours that were convenient for bankers—not customers. Many closed during lunch hour! But now banks stay open longer and also offer more services for their customers—automated teller machines, banking over the Internet, or a "personal banker" to give financial advice.

It's easy to slip into a production orientation

The marketing concept may seem obvious, but it's very easy to slip into a production-oriented way of thinking. For example, a company might rush to produce a new product developed in its lab—rather than first finding out if it fills any need. Many firms in high-technology businesses fall into this trap.

Take a look at Exhibit 2–2. It shows some differences in outlook between adopters of the marketing concept and typical production-oriented managers. As the exhibit suggests, the marketing concept forces the company to think through what it is doing—and why. And it motivates the company to develop plans for accomplishing its objectives.

Exhibit 2–2 Some Differences in Outlook between Adopters of the Marketing Concept and the Typical Production-Oriented Managers

Topic	Marketing Orientation	Production Orientation
Attitudes toward customers	Customer needs determine company plans.	They should be glad we exist, trying to cut costs and bringing out better products.
Product offering	Company makes what it can sell.	Company sells what it can make.
Role of marketing research	To determine customer needs and how well company is satisfying them.	To determine customer reaction, if used at all.
Interest in innovation	Focus on locating new opportunities.	Focus is on technology and cost cutting.
Inventory levels	Set with customer requirements and costs in mind.	Set to make production more convenient.
Transportation arrangements	Seen as a customer service.	Seen as an extension of production and storage activities, with emphasis on cost minimization.
Focus of advertising	Need-satisfying benefits of products and services.	Product features and how products are made.
Role of sales force	Help the customer to buy if the product fits the customer's needs, while coordinating with rest of firm.	Sell the customer, don't worry about coordination with other promotion efforts or rest of firm.
Relationship with customer	Customer satisfaction before and after sale leads to a profitable long-run relationship.	Relationship is seen as short term—ends when a sale is made.
Costs	Eliminate costs that do not give value to customer.	Keep costs as low as possible.

The Marketing Concept and Customer Value

Take the customer's point of view

A manager who adopts the marketing concept sees customer satisfaction as the path to profits. And to better understand what it takes to satisfy a customer, it's useful to take the customer's point of view.

A customer may look at a market offering from two views. One deals with the potential benefits of that offering; the other concerns what the customer has to give up to get those benefits. For example, consider a student who has just finished an exam and is thinking about getting a cup of Mocha Latte from Starbucks. Our coffee lover might see this as a great-tasting snack, a personal reward, a quick pick-me-up, and even as a way to break the ice and get to know an attractive classmate. Clearly, there are different needs associated with these different benefits. The cost of getting these benefits would include the price of the coffee and any tip, but there might be other nondollar costs as well. For example, how far it is to the Starbucks and how difficult it will be to park are convenience costs. Slow service would be an aggravation. And you might worry about another kind of cost if the professor whose exam you have the next day sees you "wasting time" at Starbucks.

Customer value reflects benefits and costs

As this example suggests, both benefits and costs can take many different forms, perhaps ranging from economic to emotional. They also may vary depending on the situation. However, it is the customer's view of the various benefits and costs that is important. And combining these two perspectives leads us to the concept of **customer value**—the difference between the benefits a customer sees from a market offering and the costs of obtaining those benefits. A consumer is likely to be more satisfied when the customer value is higher—when benefits exceed costs by a larger margin. A consumer who sees the costs as greater than the benefits isn't likely to become a customer.

Some people think that low price and high customer value are the same thing. But, you can see that may not be the case at all. To the contrary, a good or service that doesn't meet a consumer's needs results in low customer value, even if the price is very low. Yet, a high price may be more than acceptable when it obtains the desired benefits. Think again about our Starbucks example. You can get a cup of coffee for a much lower price, but Starbucks offers more than *just* a cup of coffee.

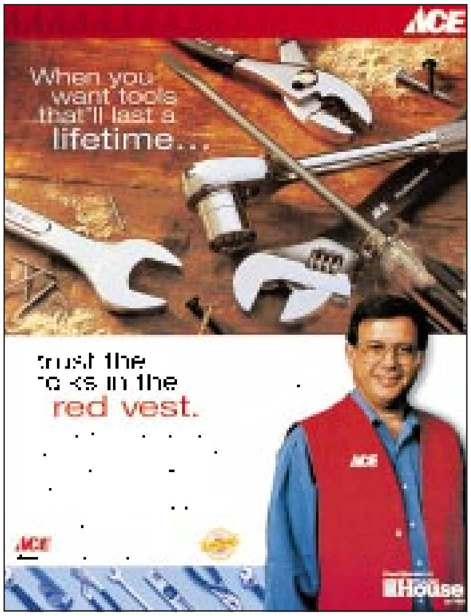
Customer may not think about it very much

It's useful for a manager to evaluate ways to improve the benefits, or reduce the costs, of what the firm offers customers. However, this doesn't mean that customers stop and compute some sort of customer value score before making each purchase. If they did, there wouldn't be much time in life for anything else. So, a manager's objective and thorough analysis may not accurately reflect the customer's impressions. Yet, it is the customer's view that matters—even when the customer has not thought about it.

Where does competition fit?

You can't afford to ignore competition. Consumers usually have choices about how they will meet their needs. So, a firm that offers superior customer value is likely to win and keep customers. Often the best way to improve customer value, and beat the competition, is to be first to satisfy a need that others have not even considered.

The competition between Pepsi and Coke illustrates this. Coke and Pepsi were spending millions of dollars on promotion—fighting head-to-head for the same cola customers. They put so much emphasis on the cola competition that they missed other opportunities. That gave firms like Snapple the chance to enter the market and steal away customers. For these customers, the desired benefits—and the greatest customer value—came from the variety of a fruit-flavored drink, not from one more cola.



At Ace and at Hilton, each employee is part of a team effort to satisfy customers' needs before and after each sale, and that has helped both to build profitable long-run relationships with their loyal customers.

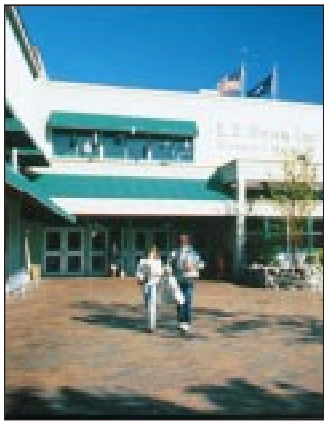
Build relationships with customer value

Firms that embrace the marketing concept seek ways to build a long-term relationship with each customer. Even the most innovative firm faces competition sooner or later. And trying to get new customers by taking them away from a competitor is usually more costly than retaining current customers by really satisfying their needs. Satisfied customers buy again and again. This makes their buying job easier, and it also increases the selling firm's profits.

Building relationships with customers requires that everyone in an organization work together to provide customer value before *and after* each purchase. If there is a problem with a customer's bill, the accounting people can't just leave it to the salesperson to straighten it out or, even worse, act like it's "the customer's problem." The long-term relationship with the customer—and the lifetime value of the customer's future purchases—is threatened unless everyone works together to make things right for the customer. The same ideas apply whether the issue is meeting promised delivery dates, resolving warranty problems, or giving a customer help on how to use a product.

In other words, any time the customer value is reduced—because the benefits to the customer decrease or the costs increase—the relationship is weakened.[4]

L. L. Bean delivers superior value



L. L. Bean is a firm that builds enduring relationships with its customers. It offers good customer value to consumers who are interested in enjoying the outdoors. Bean's quality products are well suited to a wide variety of outdoor needs—whether it's clothing for hikers or equipment for campers. The firm field-tests all its products—to be certain they live up to the firm's "100% satisfaction" guarantee. Although Bean operates a retail store in Freeport, Maine, its Internet web site (www.llbean.com) and catalogs reach customers all over the world. Bean's computers track what each customer is buying, so new catalogs are mailed directly to the people who are most interested. Customers can call toll-free and get whatever advice they need because the salespeople are real experts on what they sell. Bean also makes it easy for consumers to return a product. Bean's prices are not low, but customers are loyal because they like the benefits of the relationship.[5]

Internet

Internet Exercise The L. L. Bean web site (www.llbean.com) offers consumers a lot of information, including information about national parks. Do you think that this helps Bean to build relationships with its target customers?

The Marketing Concept Applies in Nonprofit Organizations

Newcomers to marketing thinking

The marketing concept is as important for nonprofit organizations as it is for business firms. In fact, marketing is applicable to all sorts of public and private nonprofit organizations—ranging from government agencies, health care organizations, educational institutions, and religious groups to charities, political parties, and fine arts organizations.

Support may not come from satisfied "customers"

As with any business firm, a nonprofit organization needs resources and support to survive and achieve its objectives. Yet support often does not come directly from those who receive the benefits the organization produces. For example, the World Wildlife Fund protects animals. If supporters of the World Wildlife Fund are not satisfied with its efforts—don't think the benefits are worth what it costs to provide them—they will put their time and money elsewhere.

Just as most firms face competition for customers, most nonprofits face competition for the support they need. A shelter for the homeless may fail if supporters decide to focus on some other cause, such as AIDS education.

What is the "bottom line"?

As with a business, a nonprofit must take in as much money as it spends or it won't survive. However, a nonprofit organization does not measure "profit" in the same way as a firm. And its key measures of long-term success are also different. The YMCA, colleges, symphony orchestras, and the post office, for example, all seek to achieve different objectives—and need different measures of success.

Profit guides business decisions because it reflects both the costs and benefits of different activities. In a nonprofit organization, it is sometimes more difficult to be objective in evaluating the benefits of different activities relative to what they cost. However, if everyone in an organization agrees to *some* measure of long-run success, it helps serve as a guide to where the organization should focus its efforts.

May not be organized for marketing

Some nonprofits face other challenges in organizing to adopt the marketing concept. Often no one has overall responsibility for marketing activities. Even when some leaders do the marketing thinking, they may have trouble getting unpaid volunteers with many different interests to all agree with the marketing strategy. Volunteers tend to do what they feel like doing!

Throughout this book, we'll be discussing the marketing concept and related ideas as they apply in many different settings. Often we'll simply say "in a firm" or "in a business"—but remember that most of the ideas can be applied in *any* type of organization. After all, each organization is trying to satisfy some group of consumers in some way.[6]

The Marketing Concept, Social Responsibility, and Marketing Ethics

Society's needs must be considered

The marketing concept is so logical that it's hard to argue with it. Yet when a firm focuses its efforts on satisfying some consumers—to achieve its objectives—there may be negative effects on society. (Remember that we discussed this micro–macro dilemma in Chapter 1.) This means that marketing managers should be concerned with **social responsibility**—a firm's obligation to improve its positive effects on society and reduce its negative effects. Being socially responsible sometimes requires difficult trade-offs.

Consider, for example, the environmental problems created by CFCs, chemicals used in hundreds of critical products including fire extinguishers, cooling systems, and electronic circuit boards. We now know that CFCs deplete the earth's ozone layer. Yet when this was learned it was not possible to immediately stop producing and using all CFCs. For many products critical to society, there was no feasible short-term substitute for CFCs. Du Pont and other producers of CFCs worked hard to balance these conflicting demands. Yet you can see that there are no easy answers for how such conflicts should be resolved.[7]

The issue of social responsibility in marketing also raises other important questions—for which there are no easy answers.

Internet

Internet Exercise Lilly, the pharmaceutical company, makes the effort to be socially responsible. To find out more about Lilly's corporate citizenship, go to the Lilly home page (www.lilly.com) and click on company information, then click on corporate citizenship.

Should all consumer needs be satisfied?

Some consumers want products that may not be safe or good for them in the long run. Some critics argue that businesses should not offer high-heeled shoes, alcoholic beverages, or sugar-coated cereals because they aren't "good" for consumers in the long run.

Similarly, bicycles and roller blades are among the most dangerous products identified by the Consumer Product Safety Commission. Who should decide if these products will be offered to consumers? Is this a micro-marketing issue or a macro-marketing issue?

What if it cuts into profits?

Being more socially conscious often seems to lead to positive customer response. For example, Gerber had great success when it improved the nutritional quality of its baby food. And many consumers have been eager to buy products that are friendly to the environment (even at a higher price).

Yet as the examples above show, there are times when being socially responsible conflicts with a firm's profit objective. Concerns about such conflicts have prompted critics to raise the basic question: Is the marketing concept really desirable?

Many socially conscious marketing managers are trying to resolve this problem. Their definition of customer satisfaction includes long-range effects—as well as immediate customer satisfaction. They try to balance consumer, company, *and* social interests.

ethics

The marketing concept guides marketing ethics

Organizations that have adopted the marketing concept are concerned about marketing ethics as well as broader issues of social responsibility. It is simply not possible for a firm to be truly consumer-oriented and at the same time intentionally unethical.

Problems may arise when some individual manager does not share the same marketing ethics as others in the organization. One person operating alone can damage a firm's reputation and even survival.

To be certain that standards for marketing ethics are as clear as possible, many organizations have developed their own written codes of ethics. Consistent with the marketing concept, these codes usually state—at least at a general level—the ethical standards that everyone in the firm should follow in dealing with customers and other people. Many professional societies have also adopted such codes. For example, the American Marketing Association's code of ethics—see Exhibit 2–3—sets specific ethical standards for many aspects of the management job in marketing.[8]

Exhibit 2–3 Code of Ethics, American Marketing Association

CODE OF ETHICS

Members of the American Marketing Association (AMA) are committed to ethical professional conduct. They have joined together in subscribing to this Code of Ethics embracing the following topics:

Responsibilities of the Marketer

Marketers must accept responsibility for the consequences of their activities and make every effort to ensure that their decisions, recommendations, and actions function to identify, serve, and satisfy all relevant publics: customers, organizations and society.

Marketers' professional conduct must be guided by:

1. The basic rule of professional ethics: not knowingly to do harm;
2. The adherence to all applicable laws and regulations;
3. The accurate representation of their education, training and experience; and
4. The active support, practice and promotion of this Code of Ethics.

Honesty and Fairness

Marketers shall uphold and advance the integrity, honor, and dignity of the marketing profession by:

1. Being honest in serving consumers, clients, employees, suppliers, distributors and the public;
2. Not knowingly participating in conflict of interest without prior notice to all parties involved; and
3. Establishing equitable fee schedules including the payment or receipt of usual, customary and/or legal compensation for marketing exchanges.

Rights and Duties of Parties in the Marketing Exchange Process

Participants in the marketing exchange process should be able to expect that:

1. Products and services offered are safe and fit for their intended uses;
2. Communications about offered products and services are not deceptive;
3. All parties intend to discharge their obligations, financial and otherwise, in good faith; and
4. Appropriate internal methods exist for equitable adjustment and/or redress of grievances concerning purchases.

It is understood that the above would include, *but is not limited to,* the following responsibilities of the marketer:

In the area of product development and management,

- disclosure of all substantial risks associated with product or service usage;
- identification of any product component substitution that might materially change the product or impact on the buyer's purchase decision;
- identification of extra-cost added features.

In the area of promotions,

- avoidance of false and misleading advertising;
- rejection of high pressure manipulations, or misleading sales tactics;
- avoidance of sales promotions that use deception or manipulation.

In the area of distribution,

- not manipulating the availability of a product for purpose of exploitation;
- not using coercion in the marketing channel;
- not exerting undue influence over the reseller's choice to handle a product.

In the area of pricing,

- not engaging in price fixing;
- not practicing predatory pricing;
- disclosing the full price associated with any purchase.

In the area of marketing research,

- prohibiting selling or fund raising under the guise of conducting research;
- maintaining research integrity by avoiding misrepresentation and omission of pertinent research data;
- treating outside clients and suppliers fairly.

Organizational Relationships

Marketers should be aware of how their behavior may influence or impact on the behavior of others in organizational relationships. They should not demand, encourage or apply coercion to obtain unethical behavior in their relationships with others, such as employees, suppliers or customers.

1. Apply confidentiality and anonymity in professional relationships with regard to privileged information;
2. Meet their obligations and responsibilities in contracts and mutual agreements in a timely manner;
3. Avoid taking the work of others, in whole, or in part, and represent this work as their own or directly benefit from it without compensation or consent of the originator or owner;
4. Avoid manipulation to take advantage of situations to maximize personal welfare in a way that unfairly deprives or damages the organization or others.

Any AMA member found to be in violation of any provision of this Code of Ethics may have his or her Association membership suspended or revoked.

The Management Job in Marketing

Now that you know about the marketing concept—a philosophy to guide the whole firm—let's look more closely at how a marketing manager helps a firm to achieve its objectives. The marketing manager is a manager, so let's look at the marketing management process.

The **marketing management process** is the process of (1) *planning* marketing activities, (2) directing the *implementation* of the plans, and (3) *controlling* these plans. Planning, implementation, and control are basic jobs of all managers—but here we will emphasize what they mean to marketing managers.

Exhibit 2–4 shows the relationships among the three jobs in the marketing management process. The jobs are all connected to show that the marketing management process is continuous. In the planning job, managers set guidelines for the implementing job—and specify expected results. They use these expected results in the control job—to determine if everything has worked out as planned. The link from the control job to the planning job is especially important. This feedback often leads to changes in the plans—or to new plans.

Marketing managers should seek new opportunities

Marketing managers cannot be satisfied just planning present activities. Markets are dynamic. Consumers' needs, competitors, and the environment keep changing. Consider Parker Brothers, a company that seemed to have a "Monopoly" in family games. While it continued selling board games, firms like Sega and Nintendo zoomed in with video game competition. Of course, not every opportunity is good for every company. Really attractive opportunities are those that fit with what the whole company wants to do—and is able to do well.

Strategic management planning concerns the whole firm

The job of planning strategies to guide a whole company is called **strategic (management) planning**—the managerial process of developing and maintaining a match between an organization's resources and its market opportunities. This is a top-management job. It includes planning not only for marketing but also for production, finance, human resources, and other areas. On the other hand, company plans should be market-oriented. And the marketing plan often sets the tone and direction for the whole company. So we will use *strategy planning* and *marketing strategy planning* to mean the same thing.[9]

Exhibit 2–4
The Marketing Management Process

What Is Marketing Strategy Planning?

Marketing strategy planning means finding attractive opportunities and developing profitable marketing strategies. But what is a "marketing strategy"? We have used these words rather casually so far. Now let's see what they really mean.

What is a marketing strategy?

A **marketing strategy** specifies a target market and a related marketing mix. It is a "big picture" of what a firm will do in some market. Two interrelated parts are needed:

1. A **target market**—a fairly homogeneous (similar) group of customers to whom a company wishes to appeal.
2. A **marketing mix**—the controllable variables the company puts together to satisfy this target group.

Exhibit 2–5
A Marketing Strategy

The importance of target customers in this process can be seen in Exhibit 2–5, where the customer—the "C"—is at the center of the diagram. The customer is surrounded by the controllable variables that we call the "marketing mix." A typical marketing mix includes some product, offered at a price, with some promotion to tell potential customers about the product, and a way to reach the customer's place.

Brøderbund Software's (www.broderbund.com) marketing strategy aims at a specific group of target customers: young parents who have a computer at home and want their kids to learn while playing. Brøderbund's strategy calls for a variety of educational software products—like *Where in the World Is Carmen Sandiego?* Brøderbund designs its software with entertaining graphics and sound, and tests it on kids to be certain that it is easy to use. To make it convenient for target customers to buy the software, Brøderbund works with retailers like Best Buy and Babbages. Brøderbund's promotion helps bring customers into the store. For example, when Brøderbund released *Where in Time Is Carmen Sandiego?* it placed ads in family-oriented computer magazines and sent direct-mail flyers to its registered customers. Other software publishers sell less expensive games for kids, but parents are loyal to Brøderbund because it caters to their needs and offers good customer value.[10]

Selecting a Market-Oriented Strategy Is Target Marketing

Target marketing is not mass marketing

Note that a marketing strategy specifies some *particular* target customers. This approach is called "target marketing" to distinguish it from "mass marketing." **Target marketing** says that a marketing mix is tailored to fit some specific target customers. In contrast, **mass marketing**—the typical production-oriented approach—vaguely aims at "everyone" with the same marketing mix. Mass marketing assumes that everyone is the same—and considers everyone a potential customer. See Exhibit 2–6.

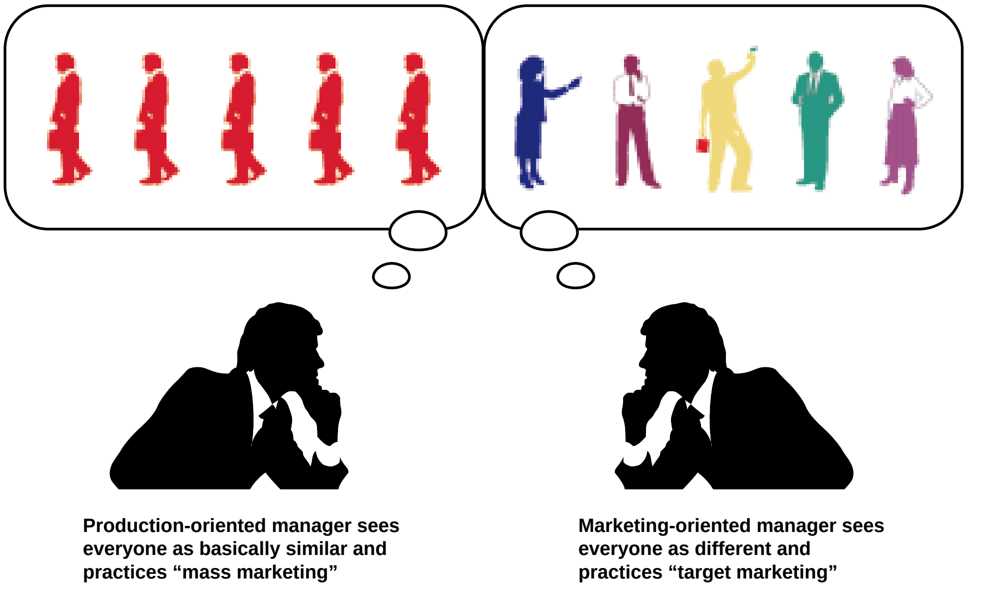
Mass marketers may do target marketing

Commonly used terms can be confusing here. The terms *mass market**ing*** and *mass market**ers*** do not mean the same thing. Far from it! *Mass market**ing*** means trying to sell to "everyone," as we explained above. *Mass market**ers*** like General Foods and Wal-Mart are aiming at clearly defined target markets. The confusion with mass marketing occurs because their target markets usually are large and spread out.

Target marketing can mean big markets and profits

Target marketing is not limited to small market segments—only to fairly homogeneous ones. A very large market—even what is sometimes called the "mass market"—may be fairly homogeneous, and a target marketer will deliberately aim at it. For example, a very large group of parents of young children are homogeneous on many dimensions—including their attitudes about changing

Exhibit 2–6
Production-Oriented and Marketing-Oriented Managers Have Different Views of the Market



baby diapers. In the United States alone, this group spends about $3.5 billion a year on disposable diapers—so it should be no surprise that it is a major target market for companies like Kimberly-Clark (Huggies) and Procter & Gamble (Pampers).

The basic reason to focus on some specific target customers is to gain a competitive advantage—by developing a more satisfying marketing mix that should also be more profitable for the firm. For example, Tianguis, a small grocery chain in Southern California, attracts Hispanic customers with special product lines and Spanish-speaking employees. Charles Schwab, the discount stock brokerage firm, uses an Internet site (www.schwab.com) to target knowledgeable investors who want a convenient, low-cost way to buy and sell stocks by computer without a lot of advice (or pressure) from a salesperson.

Developing Marketing Mixes for Target Markets

There are many marketing mix decisions

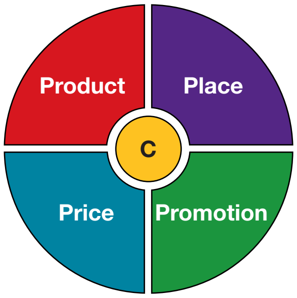
There are many possible ways to satisfy the needs of target customers. A product might have many different features. Customer service levels before or after the sale can be adjusted. The package, brand name, and warranty can be changed. Various advertising media—newspapers, magazines, cable, the Internet—may be used. A company's own sales force or other sales specialists can be used. The price can be changed, discounts can be given, and so on. With so many possible variables, is there any way to help organize all these decisions and simplify the selection of marketing mixes? The answer is yes.

The four "Ps" make up a marketing mix

It is useful to reduce all the variables in the marketing mix to four basic ones:

Product.
Place.
Promotion.
Price.

Exhibit 2–7
A Marketing Strategy—Showing the Four Ps of a Marketing Mix



It helps to think of the four major parts of a marketing mix as the "four Ps." Exhibit 2–7 emphasizes their relationship and their common focus on the customer—"C."

Customer is not part of the marketing mix

The customer is shown surrounded by the four Ps in Exhibit 2–7. Some students assume that the customer is part of the marketing mix—but this is not so. The customer should be the *target* of all marketing efforts. The customer is placed in the center of the diagram to show this. The C stands for some specific customers—the target market.

Exhibit 2–8 shows some of the strategy decision variables organized by the four Ps. These will be discussed in later chapters. For now, let's just describe each P briefly.

Product—the good or service for the target's needs

The Product area is concerned with developing the right "product" for the target market. This offering may involve a physical good, a service, or a blend of both. Keep in mind that Product is not limited to "physical goods." For example, the Product of H & R Block is a completed tax form. The Product of a political party is the set of causes it will work to achieve. The important thing to remember is that your good and/or service should satisfy some customers' needs.

Along with other Product-area decisions like branding, packaging, and warranties, we will talk about developing and managing new products and whole product lines.

Place—reaching the target

Place is concerned with all the decisions involved in getting the "right" product to the target market's Place. A product isn't much good to a customer if it isn't available when and where it's wanted.

A product reaches customers through a channel of distribution. A **channel of distribution** is any series of firms (or individuals) who participate in the flow of products from producer to final user or consumer.

Sometimes a channel system is quite short. It may run directly from a producer to a final user or consumer. This is especially common in business markets and in the marketing of services. It is also becoming common when the Internet is used as a good way to reach target customers. Often the system is more complex—involving many different retailers and wholesalers. And if a marketing manager has several different target markets, several different channels of distribution might be needed.

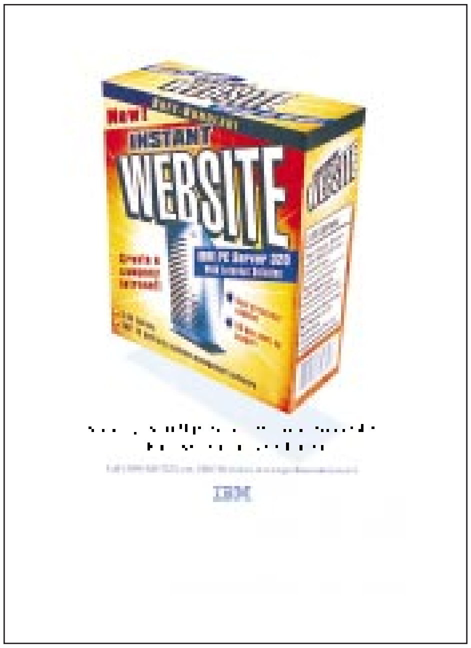
We will also see how physical distribution service levels and decisions concerning logistics (transporting and storing) relate to the other Place decisions and the rest of the marketing mix.

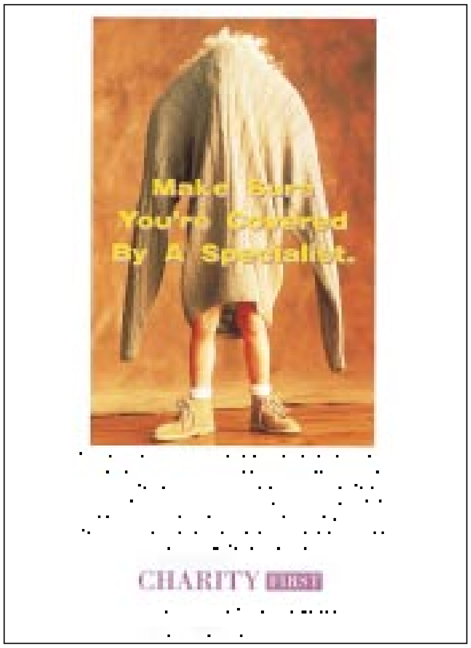
Exhibit 2–8
Strategy Decision Areas Organized by the Four Ps

Product	Place	Promotion	Price

Physical good
Service
Features
Quality level
Accessories
Installation
Instructions
Warranty
Product lines
Packaging
Branding
	Objectives
	Channel type
	Market exposure
	Kinds of middlemen
	Kinds and locations of stores
	How to handle transporting and storing
	Service levels
	Recruiting middlemen
	Managing channels
		Objectives
		Promotion blend
		Salespeople
		  Kind
		  Number
		  Selection
		  Training
		  Motivation
		Advertising
		  Targets
		  Kinds of ads
		  Media type
		  Copy thrust
		  Prepared by whom
		Sales promotion
		Publicity
			Objectives
			Flexibility
			Level over product life cycle
			Geographic terms
			Discounts
			Allowances

A firm's product may involve a physical good (like IBM's Internet web site software) or a service (like the specialized insurance that Charity First offers to nonprofit groups).





Promotion—telling and selling the customer

The third P—Promotion—is concerned with telling the target market or others in the channel of distribution about the "right" product. Promotion includes personal selling, mass selling, and sales promotion. It is the marketing manager's job to blend these methods of communication.

Personal selling involves direct spoken communication between sellers and potential customers. Personal selling usually happens face-to-face, but sometimes the communication occurs over the telephone. Personal selling lets the salesperson adapt the firm's marketing mix to each potential customer. But this individual attention comes at a price; personal selling can be very expensive. Often this personal effort has to be blended with mass selling and sales promotion.

Mass selling is communicating with large numbers of customers at the same time. The main form of mass selling is **advertising**—any *paid* form of nonpersonal presentation of ideas, goods, or services by an identified sponsor. **Publicity**—any *unpaid* form of nonpersonal presentation of ideas, goods, or services—is another important form of mass selling. Mass selling may involve a wide variety of media, ranging from newspapers and billboards to the Internet.

Sales promotion refers to those promotion activities—other than advertising, publicity, and personal selling—that stimulate interest, trial, or purchase by final customers or others in the channel. This can involve use of coupons, point-of-purchase materials, samples, signs, catalogs, novelties, and circulars.

Price—making it right

In addition to developing the right Product, Place, and Promotion, marketing managers must also decide the right Price. Price setting must consider the kind of competition in the target market—and the cost of the whole marketing mix. A manager must also try to estimate customer reaction to possible prices. Besides this, the manager must know current practices as to markups, discounts, and other terms of sale.

Each of the four Ps contributes to the whole

All four Ps are needed in a marketing mix. In fact, they should all be tied together. But is any one more important than the others? Generally speaking, the answer is no—all contribute to one whole. When a marketing mix is being developed, all (final) decisions about the Ps should be made at the same time.

Hospitals Build a Healthy Relationship with Patients

Most of us think about a hospital when we're sick—really sick. But in the fast-changing market for health care services, more hospitals are putting a new emphasis on patient "wellness." They're opening fitness centers, offering jogging programs, courses in t'ai chi, and even belly dancing classes. Each day, Riverside Walter Reed Hospital has five times as many people involved with its health club programs as it has in its acute care facilities. About 350 other hospitals are promoting such "wellness centers." Many even have a sales force to call on local businesses; the salespeople sign up firms to pay for wellness programs for their employees.

Health care competition is changing, and focusing on wellness is part of the change. For hospitals, it's one good way to attract new customers. When they do get sick, they are more likely to go to the hospital with which they already have a relationship. Further, the price patients pay for fitness programs is often $50 or more a month; that money contributes to hospital profit or supports other activities. Moreover, just as health maintenance organizations (HMOs) and traditional insurance companies offer health services for a lump-sum fee or premium, many experts feel that more hospitals will move in that direction in the future. And, of course, it's less costly to serve patients who are generally healthy and fit than those who are not. Finally, the free "health risk" screening tests that hospitals offer before people sign up for a fitness program sometimes reveal problems that might have gone undetected.

The hospitals' new focus on wellness may be a healthy idea for patients, but it's a sore point for many competitors in the traditional fitness club business. These critics argue that some hospitals compete unfairly by using their nonprofit status to pay for new facilities with tax exempt bonds. Nonprofits don't have to pay income taxes, either. On the other hand, hospital wellness centers may have a disadvantage in appealing to some clients. After all, hospital wellness centers typically don't try to attract customers with TV ads focusing on the sculptured bodies of sexy models.[11]

Strategy jobs must be done together

It is important to stress—it cannot be overemphasized—that selecting a target market *and* developing a marketing mix are interrelated. Both parts of a marketing strategy must be decided together. It is *strategies* that must be evaluated against the company's objectives—not alternative target markets or alternative marketing mixes.

The Marketing Plan Is a Guide to Implementation and Control

Marketing plan fills out marketing strategy

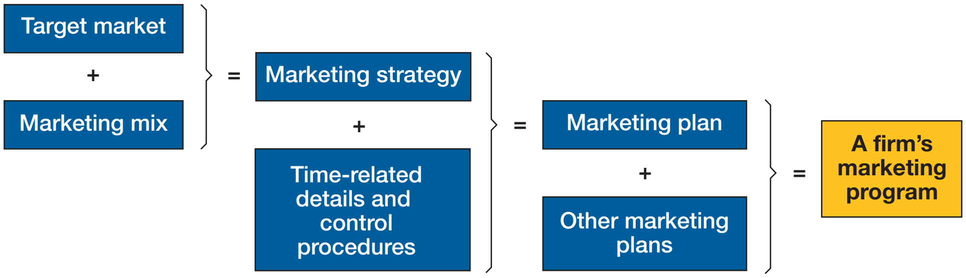
A marketing strategy sets a target market and a marketing mix. It is a "big picture" of what a firm will do in some market. A marketing plan goes farther. A **marketing plan** is a written statement of a marketing strategy *and* the time-related details for carrying out the strategy. It should spell out the following in detail: (1) what marketing mix will be offered, to whom (that is, the target market), and for how long; (2) what company resources (shown as costs) will be needed at what rate (month by month perhaps); and (3) what results are expected (sales and profits perhaps monthly or quarterly, customer satisfaction levels, and the like). The plan should also include some control procedures—so that whoever is to carry out the plan will know if things are going wrong. This might be something as simple as comparing actual sales against expected sales—with a warning flag to be raised whenever total sales fall below a certain level.

Implementation puts plans into operation

After a marketing plan is developed, a marketing manager knows *what* needs to be done. Then the manager is concerned with **implementation**—putting marketing plans into operation.

Our focus in this text is on developing marketing strategies. But, eventually marketing managers must develop and implement marketing plans.[12] So, as we cover marketing strategy planning, we will include the essentials of marketing implementation.

Exhibit 2–9
Elements of a Firm's Marketing Program



Control is analyzing and correcting what you've done

The control job provides the feedback that leads managers to modify their marketing strategies. To maintain control, a marketing manager uses a number of tools—like computer sales analysis, marketing research surveys, and accounting analysis of expenses and profits. As we talk about each of the marketing decision areas, we will discuss some of the control problems. This will help you understand how control keeps the firm on course—or shows the need to plan a new course.

Several plans make a whole marketing program

Most companies implement more than one marketing strategy—and related marketing plan—at the same time. They may have several products—some of them quite different—that are aimed at different target markets. The other elements of the marketing mix may vary too. Gillette's Right Guard deodorant, its Mach3 razor blades, and its Liquid Paper correction fluid all have different marketing mixes. Yet the strategies for each must be implemented at the same time.[13]

A **marketing program** blends all of the firm's marketing plans into one "big" plan. See Exhibit 2–9. This program, then, is the responsibility of the whole company. Typically, the whole *marketing program* is an integrated part of the whole-company strategic plan we discussed earlier.

We will emphasize planning one marketing strategy at a time, rather than planning—or implementing—a whole marketing program. This is practical because it is important to plan each strategy carefully. Too many marketing managers fall into sloppy thinking. They try to develop too many strategies all at once—and don't develop any very carefully. However, when new strategies are evaluated, it makes sense to see how well they fit with the existing marketing program.

The Importance of Marketing Strategy Planning

We emphasize the planning part of the marketing manager's job for a good reason. The "one-time" decisions that decide what business the company is in and the strategies it will follow usually determine success—or failure. An extremely good plan might be carried out badly and still be profitable, while a poor but well-implemented plan can lose money. The case history that follows shows why these decisions are so important.

Time for new strategies in the watch industry

The conventional watchmakers—both domestic and foreign—had always aimed at customers who thought of watches as high-priced, high-quality symbols to mark special events—like graduations or retirement. Advertising was concentrated around Christmas and graduation time and stressed a watch's symbolic appeal. Expensive jewelry stores were the main retail outlets.

This commonly accepted strategy of the major watch companies ignored people in the target market that just wanted to tell the time—and were interested in a reliable, low-priced watch. So the U.S. Time Company developed a successful strategy around its Timex watches—and became the world's largest watch company.

The market for watches is dynamic and highly competitive, but Timex has used new technology to develop a line of Indiglo watches and a line of Data-Link watches that do a better job of meeting the needs of some target customers.

Timex completely upset the watch industry—both foreign and domestic—not only by offering a good product (with a one-year repair or replace guarantee) at a lower price, but also by using new, lower-cost channels of distribution. Its watches were widely available in drugstores, discount houses, and nearly any other retail stores that would carry them.

Marketing managers at Timex soon faced a new challenge. Texas Instruments, a new competitor in the watch market, took the industry by storm with its low-cost but very accurate electronic watches—using the same channels Timex had originally developed. But other firms quickly developed a watch that used a more stylish liquid crystal display for the digital readout. Texas Instruments could not change quickly enough to keep up, and the other companies took away its customers. The competition became so intense that Texas Instruments stopped marketing watches altogether.

While Timex and others were focusing on lower-priced watches, Japan's Seiko captured a commanding share of the high-priced gift market for its stylish and accurate quartz watches by obtaining strong distribution. All of this forced many traditional watchmakers—like some of the once-famous Swiss brands—to close their factories.

In 1983, Switzerland's Swatch launched its colorful, affordable plastic watches—and changed what consumers see when they look at their watches. Swatch promoted its watches as fashion accessories and set them apart from those of other firms, whose ads squabbled about whose watches were most accurate and dependable. Swatch was also able to attract new retailers by focusing its distribution on upscale fashion and department stores. The total size of the watch market increased because many consumers bought several watches to match different fashions.

The economic downturn in the early 90s brought more changes. Competition increased and sales of fashion watches leveled off, so Swatch targeted segments with other needs. For example, it introduced a $45 scuba watch guaranteed to keep ticking at depths of 600 feet.

Consumers were more cost conscious—and less interested in expensive watches like those made by Rolex that were the "in" status symbol a few years earlier. The reemergence of value-seeking customers prompted Timex to return to its famous advertising tagline of the 1960s: "it takes a licking and keeps on ticking." Its position as the inexpensive-but-durable choice has helped it strengthen its distribution and given it a leg up in getting shelf space for new products, such as its Indiglo and Data-Link lines of watches. However, just as Timex used technology to develop new watches, other firms are looking for new markets and customers with unmet needs. For example, Casio has introduced a watch that includes a remote control for TVs and VCRs. With such changes constantly underway, marketing strategies must constantly be updated and revised.[14]

Creative Strategy Planning Needed for Survival

Dramatic shifts in strategy—like those described above—may surprise conventional, production-oriented managers. But such changes should be expected. Managers who embrace the marketing concept realize that they cannot just define their line of business in terms of the products they currently produce or sell. Rather they have to think about the basic consumer needs they serve, how those needs may change in the future, and how they can improve the value they offer to customers. If they are too nearsighted, they may fail to see what's coming until too late.

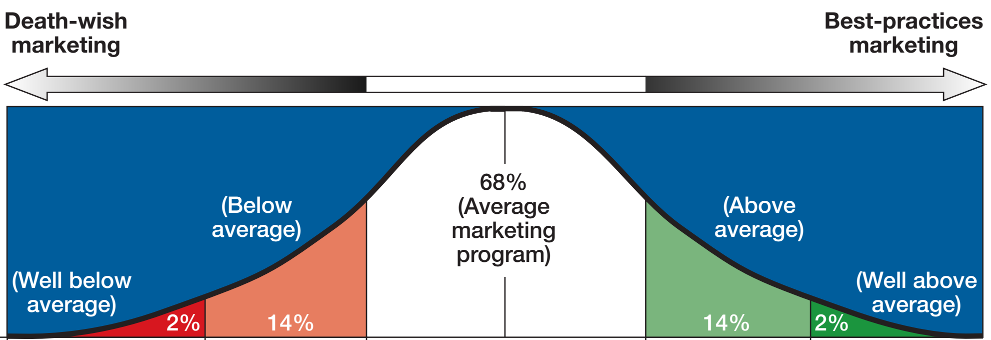
Focus on "best practices" for improved results

The case studies and concepts in this chapter highlight effective marketing thinking. Throughout the text, we will continue with this thrust—focusing on marketing frameworks and concepts that produce good results. Some of these are new and innovative, and others are well established. What they have in common is that they all work well.

Sometimes we will warn you about marketing errors—so you can avoid them. But, we won't just give you "laundry lists" of different approaches and then leave it to you to guess what might work. Rather, our focus will be on "best-practices" marketing.

There is an important reason for this approach. In too many firms, managers do a poor job planning and implementing marketing strategies and programs. And, as shown in Exhibit 2–10, this type of "death-wish" marketing is both costly and

Exhibit 2–10 Distribution of Different Firms Based on Their Marketing Performance



MARKETING PERFORMANCE:	TOTAL FAILURE	POOR	FAIR	GOOD	EXCEPTIONAL
Marketing Share Growth	Precipitous Decline	Significant Decline	Modest Decline	Increase	Dramatic Increase
New Product Success Rate	0%	5%	10%	25%	40%+
Advertising ROI	Negative	0%	1–4%	5–10%	20%
Promotional Programs	Disaster	Unprofitable	Marginally Unprofitable	Profitable	Very Profitable
Customer Satisfaction	0–59%	60–69%	70–79%	80–89%	90–95%
Customer Retention/Loyalty	0–44%	45–59%	60–74%	75–89%	90–94%

ineffective. In fact, you can see that even the average marketing program isn't producing great results—and that accounts for the majority of firms!

Exhibit 2–10 was developed by experts at Copernicus, one of the premier marketing research and consulting firms in the world. As these experts indicate in the chart, some managers are creating marketing programs that produce exceptional results for their companies. This book will help you do exactly that.

Conclusion

Marketing's role within a marketing-oriented firm is to provide direction for the firm. The marketing concept stresses that the company's efforts should focus on satisfying some target customers—at a profit. Production-oriented firms tend to forget this. The various departments within a production-oriented firm let their natural conflicts of interest get in the way of providing superior customer value.

The job of marketing management is one of continuous planning, implementing, and control. The marketing manager must constantly study the environment—seeking attractive opportunities and planning new strategies. Possible target markets must be matched with marketing mixes the firm can offer. Then, attractive strategies—really, whole marketing plans—are chosen for implementation. Controls are needed to be sure that the plans are carried out successfully. If anything goes wrong along the way, continual feedback should cause the process to be started over again—with the marketing manager planning more attractive marketing strategies.

A marketing mix has four major points: the four Ps—Product, Place, Promotion, and Price. Most of this text is concerned with developing profitable marketing mixes for clearly defined target markets. So after several chapters on the marketing strategy planning process and several on analyzing target markets, we will discuss each of the four Ps in greater detail.

While market-oriented strategy planning is helpful to marketers, it is also needed by accountants, production and personnel people, and all other specialists. A market-oriented plan lets everybody in the firm know what "ballpark" they are playing in—and what they are trying to accomplish.

We will use the term *marketing manager* for editorial convenience, but really, when we talk about marketing strategy planning, we are talking about the planning that a market-oriented manager should do when developing a firm's strategic plans. This kind of thinking should be done—or at least understood—by everyone in the organization.

Questions and Problems

1. Define the marketing concept in your own words and then explain why the notion of profit is usually included in this definition.
2. Define the marketing concept in your own words and then suggest how acceptance of this concept might affect the organization and operation of your college.
3. Give examples of some of the benefits and costs that might contribute to the customer value of each of the following products: (*a*) a wrist watch, (*b*) a weight-loss diet supplement, (*c*) a cruise on a luxury liner, and (*d*) a mutual fund from a stock broker.
4. Distinguish between production orientation and marketing orientation, illustrating with local examples.
5. Explain why a firm should view its internal activities as part of a total system. Illustrate your answer for (*a*) a large grocery products producer, (*b*) a plumbing wholesaler, and (*c*) a department store chain.
6. Give an example of a recent purchase you made where the purchase wasn't just a single transaction but rather part of an ongoing relationship with the seller. Discuss what the seller has done (or could do better) to strengthen the relationship and increase the odds of you being a loyal customer in the future.
7. Distinguish clearly between a marketing strategy and a marketing mix. Use an example.
8. Distinguish clearly between mass marketing and target marketing. Use an example.
9. Why is the customer placed in the center of the four Ps in the text diagram of a marketing strategy (Exhibit 2–7)? Explain, using a specific example from your own experience.
10. Explain, in your own words, what each of the four Ps involves.

11. Distinguish between a strategy, a marketing plan, and a marketing program, illustrating for a local retailer.
12. Outline a marketing strategy for each of the following new products: (*a*) a radically new design for a toothbrush, (*b*) a new fishing reel, (*c*) a new wonder drug, and (*d*) a new industrial stapling machine.
13. Provide a specific illustration of why marketing strategy planning is important for all businesspeople, not just for those in the marketing department.

Suggested Cases

2. Healthy Foods, Inc.
5. Republic Polymer Company
16. Enviro Pure Water, Inc.
25. Metal Works, Inc.

Computer-Aided Problem

2. **Target Marketing**

Marko, Inc.'s managers are comparing the profitability of a target marketing strategy with a mass marketing "strategy." The spreadsheet gives information about both approaches.

The mass marketing strategy is aiming at a much bigger market. But a smaller percent of the consumers in the market will actually buy this product—because not everyone needs or can afford it. Moreover, because this marketing mix is not tailored to specific needs, Marko will get a smaller share of the business from those who do buy than it would with a more targeted marketing mix.

Just trying to reach the mass market will take more promotion and require more retail outlets in more locations—so promotion costs and distribution costs are higher than with the target marketing strategy. On the other hand, the cost of producing each unit is higher with the target marketing strategy—to build in a more satisfying set of features. But, because the more targeted marketing mix is trying to satisfy the needs of a specific target market, those customers will be willing to pay a higher price.

In the spreadsheet, "quantity sold" (by the firm) is equal to the number of people in the market who will actually buy one each of the product—multiplied by the share of those purchases won by the firm's marketing mix. Thus, a change in the size of the market, the percent of people who purchase, or the share captured by the firm will affect quantity sold. And a change in quantity sold will affect total revenue, total cost, and profit.

a. *On a piece of paper, show the calculations that prove that the spreadsheet "total profit" value for the target marketing strategy is correct. (Hint: Remember to multiply unit production cost and unit distribution cost by the quantity sold.) Which approach seems better—target marketing or mass marketing? Why?*
b. *If the target marketer could find a way to reduce distribution cost per unit by $.25, how much would profit increase?*
c. *If Marko, Inc., decided to use the target marketing strategy and better marketing mix decisions increased its share of purchases from 50 to 60 percent—without increasing costs—what would happen to total profit? What does this analysis suggest about the importance of marketing managers knowing enough about their target markets to be effective target marketers?*

For additional questions related to this problem, see Exercise 2–4 in the *Learning Aid for Use with Essentials of Marketing*, 8th edition.