



FULL CONTENTS

<i>List of Figures</i>	xvii
<i>List of Tables</i>	xviii
<i>About the Authors</i>	xx
<i>Foreword</i>	xxi
<i>Preface to the Second Edition</i>	xxii
<i>Acknowledgements</i>	xxiii

part one	TEXT	1
→ 1	WHAT IS STRATEGIC MARKETING?	3
	Learning objectives	3
	Introduction	4
	Can this book give me a sustainable competitive advantage?	4
	Will this book give me universal principles of strategic marketing?	5
	Will this book tell me how to plan my strategy?	6
	The organisation of this book	8
	Strategy and strategic marketing	9
	What is strategy?	10
	What is the difference between strategy and tactics?	11
	What is strategic marketing?	12
	What is the difference between planning and forecasting or budgeting?	14
	How does strategic marketing fit with corporate strategy?	14
	Summary	15
	Questions for discussion	16
	References	16
→ 2	UNDERSTANDING CONSUMER BEHAVIOUR	19
	Learning objectives	19
	Introduction	20
	What is consumer behaviour and where does it come from?	20
	The consumer behaviour process	21

viii FULL CONTENTS

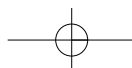
Inner-determinants of consumer behaviour	21
Needs and motives	22
Perception	23
Learning and memory	24
Attitudes	25
Personality	25
Impact of social context on consumer behaviour	26
Culture	26
Social class	27
Social/group influences	27
Influence, persuasion and involvement	28
Useful models	28
Towards an integrated model	29
Strategic implications	30
From market aggregation to targeting	30
Organisation/brand/product positioning	31
Strategic use of symbolism	31
Product innovation/value decisions	32
Developments to watch	32
E-shopping	32
Growth of international/global marketing	33
Variety seeking behaviour	33
Lifestyle shopping	33
Deviant consumer behaviour	33
Economic psychology	34
Summary	35
Questions for discussion	35
References	36
Relevant websites	37
➔ 3 ORGANISATIONAL BUYING BEHAVIOUR	39
Learning objectives	39
Introduction	40
Characteristics of business-to-business markets	40
Approaches to organisational buying behaviour	42
Buyclasses and buyphases	43
The buying centre and a 'general model' of organisational buying	45
The interaction approach to organisational buying and selling	47
Relationships, interaction and networks	48
Organisational buying theory and key account management	49
Summary	51
Questions for discussion	52
References	52

➔ 4	UNDERSTANDING THE COMPETITIVE ENVIRONMENT	55
	Learning objectives	55
	Introduction	56
	The underlying logic of the market economy	57
	Useful things to know about demand functions	61
	The slope of the demand function	62
	The demand function of the firm and of the industry	63
	Shifts in the demand function	63
	Final thoughts on demand functions and elasticity	64
	Analysing the competitive environment using Porter's five forces	64
	Direct competitive rivalry	66
	The threat of new entry	66
	The threat from substitutes	67
	The power of suppliers	67
	The power of buyers	68
	The impact of the Internet on the competitive environment	68
	The resource-based view of the firm	69
	Summary	71
	Questions for discussion	71
	References	71
➔ 5	UNDERSTANDING THE MACROENVIRONMENT	73
	Learning objectives	73
	Introduction	74
	Classifying the macroenvironment	74
	Key forces in the macroenvironment	78
	The macroeconomy	79
	Demographic change	83
	The 'green' environment	86
	Allocating priorities to factors in the marketing environment	89
	Summary	91
	Questions for discussion	91
	References	92
➔ 6	STRATEGIC MARKETING ANALYSIS	95
	Learning objectives	95
	Introduction	96
	The marketing planning process	97
	Objectives and gap analysis	98
	Cost concepts: the experience effect and economies of scale	100
	The SWOT analysis	102
	Sales variance analysis	104



x FULL CONTENTS

	Discounted cash-flow analysis	106
	Value-based marketing	108
	Customer value analysis	110
	Summary	112
	Questions for discussion	112
	References	113
➔ 7	MARKETING STRATEGY FORMULATION	115
	Learning objectives	115
	Introduction	116
	Market segmentation	116
	Targeting and positioning	120
	The product life cycle	122
	The Boston Consulting Group growth/share matrix	124
	PIMS	127
	Porter's generic competitive strategies	128
	Ansoff's growth vector matrix	129
	Customer portfolio analysis	131
	Summary	133
	Questions for discussion	133
	References	134
➔ 8	RELATIONSHIP MARKETING STRATEGIES	137
	Learning objectives	137
	Introduction	138
	Long-term buyer–seller relationships and relationship life cycles	139
	Formal relationship life-cycle models	140
	Relationship marketing	143
	Defining relationship marketing	144
	Putting relationship marketing into practice	147
	Requirements for successful relationship marketing	147
	Implementation through loyalty marketing	149
	Sectoral variations	152
	Challenges to relationship marketing	155
	Summary	156
	Questions for discussion	157
	References	157
➔ 9	E-MARKETING STRATEGIES	159
	Learning objectives	159
	Introduction	160
	The world of e-marketing	160



Reaching e-consumers	164
Shopping/buying online	165
Profiling online consumers	165
B2C e-marketing mix considerations	166
Product strategies	167
Place strategies	167
Pricing strategies	167
Communications mix	168
Business-to-business e-marketing	168
Product and distribution	170
Pricing and communications	170
Planning strategy in a digital age	171
E-business models	171
E-marketing planning	171
Effective webpage design	173
Strategic challenges and issues	174
Emerging challenges	174
Competence factors	175
Summary	175
Questions for discussion	175
References	176
Sources	177
Relevant websites	178
Glossary of e-marketing terms	178

➔ 10 MARKETING STRATEGY FOR SERVICES	181
Learning objectives	181
Introduction	182
The nature of services	183
The extended marketing mix for services	188
Measuring service quality	190
Market segmentation for service businesses	194
Segmenting consumer services	195
Segmenting business services	195
Yield management	196
Customer acquisition, retention and loyalty	200
Summary	201
Questions for discussion	202
References	202

xii FULL CONTENTS

➔ 11 INTERNATIONAL MARKETING STRATEGY	205
Learning objectives	205
Introduction	206
Growing international trade opportunities	206
The decision to go international: reaction or plan?	208
Home market conditions	209
The planned approach	210
Which markets? The choice of where to invest	212
Where your customers are	212
Where your competitors are	212
Lead market for innovation/research and development	213
Government incentives	213
Foreign buyer requests	215
Summary	215
Environmental scanning and foreign market risk assessment	216
Market information	216
Risk analysis in international markets	217
Political risks	217
Economic, commercial and infrastructure risks	221
Demand-level risks	222
Distributor/partner risks	222
Summary	223
Questions for discussion	224
References	224
Relevant website	225
➔ 12 ANALYSING STRATEGIC MARKETING CASE STUDIES	227
Learning objectives	227
Introduction	228
Strategic marketing case studies	229
Learning from case studies	230
Case study analysis	231
Understand the situation and diagnose the problem areas	232
Generate alternative solutions and predict outcomes	233
Evaluate alternatives	234
Make a final recommendation	234
Communicating the results of case study analysis	235
Oral presentations	235
Written reports	238
Summary	239
References	240