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Marketing

TENTH CANADIAN EDITION

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Marketing

Tenth Canadian Edition

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DEDICATION

This text is dedicated to my wild mustangs. My royalties from this book are being donated to support the rescue and care of wild mustangs. If you wish to help, check out non-profit organizations in your area that are involved in equine rescue.



ABOUT THE AUTHOR

Frederick G. Crane is an executive professor at the College of Business at Northeastern University, editor of the *Journal of the Academy of Business Education*, and co-founder of Ceilidh Insights LLC, an innovation training, intellectual property management, and customer insight firm. He is a former professor of marketing and entrepreneurship at the University of New Hampshire and a former full professor at Dalhousie University. He was also the founding editor of the *Journal of Promotion Management*.

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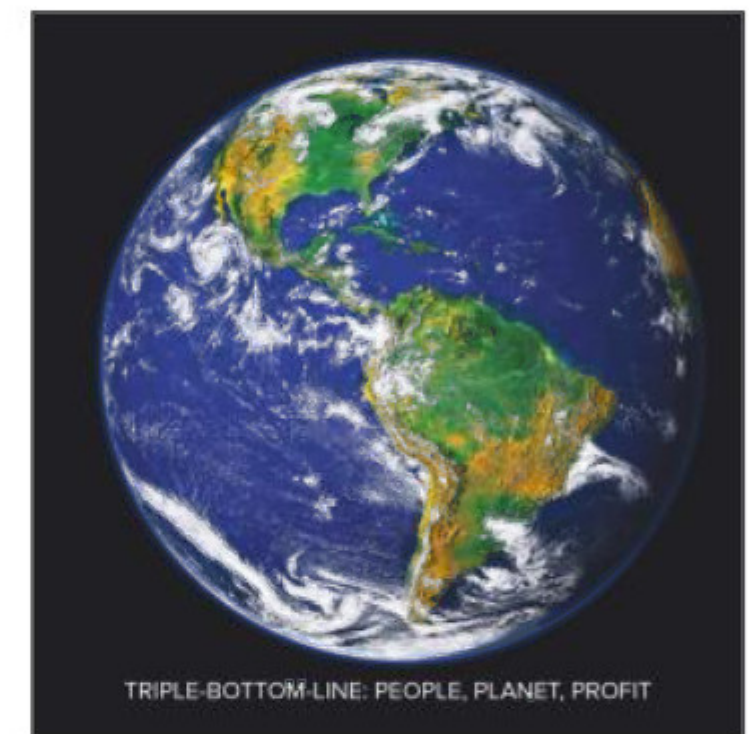
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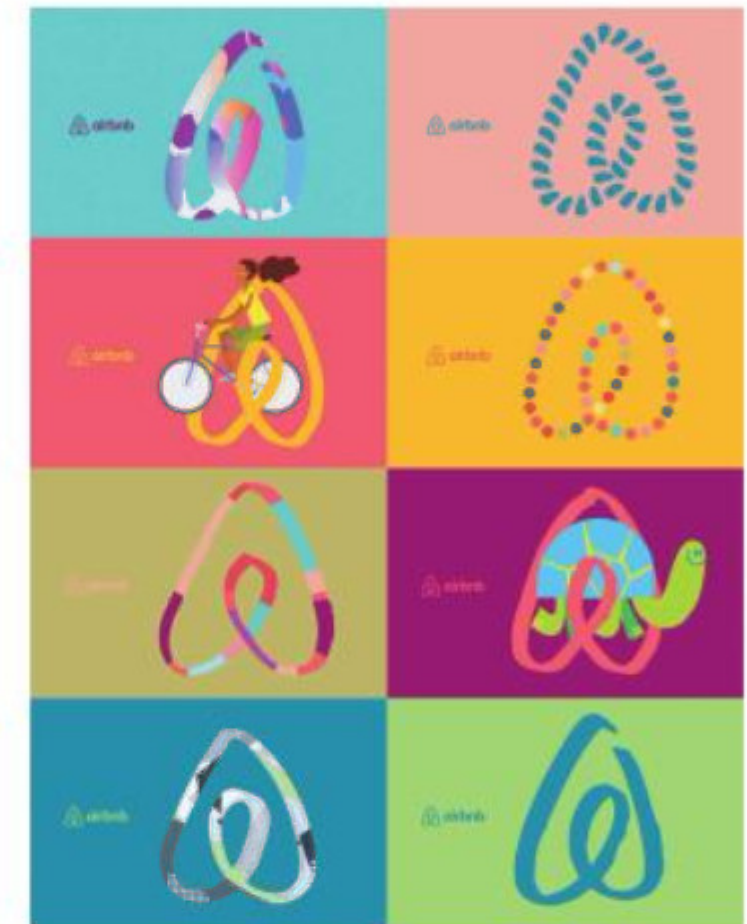
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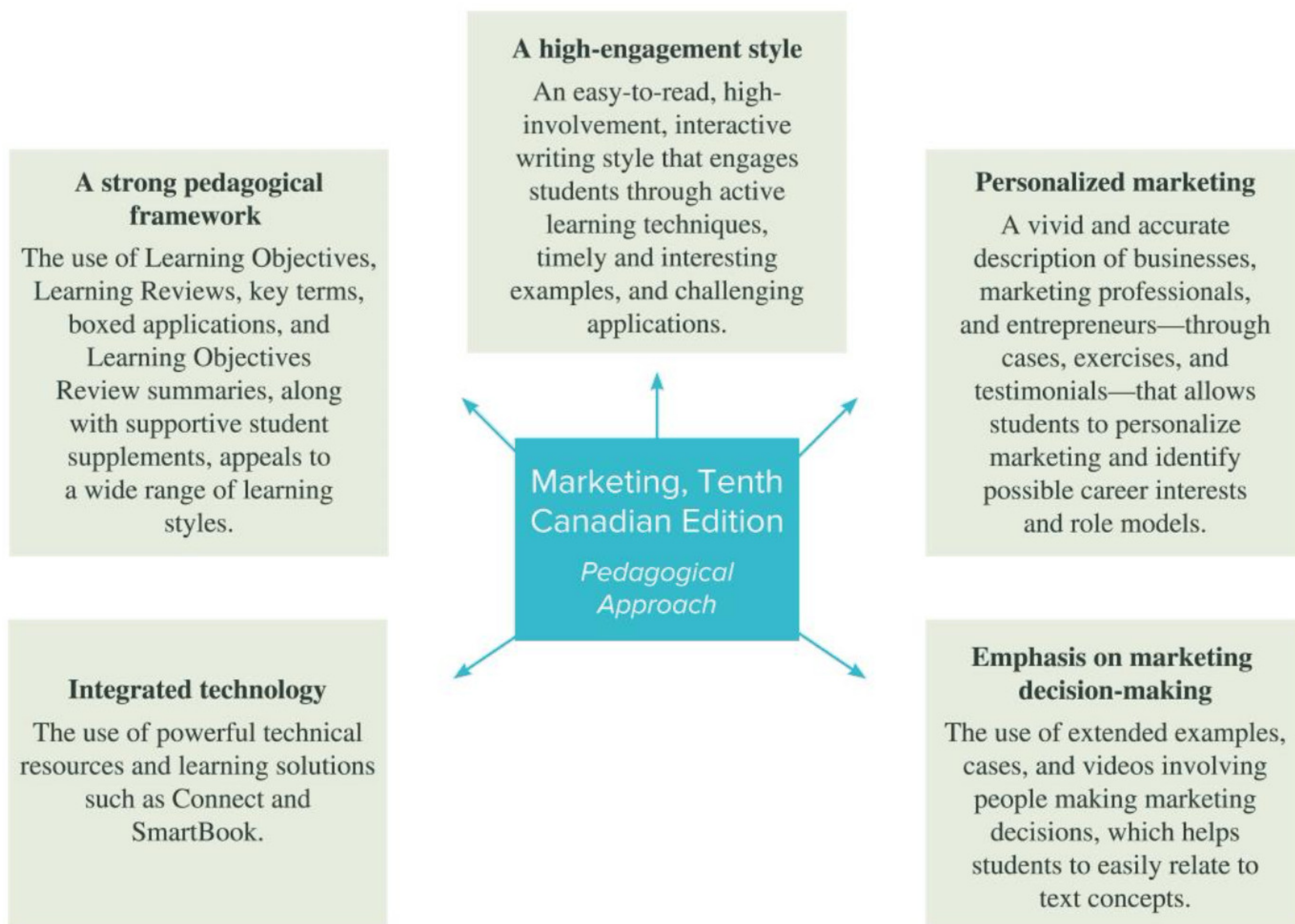
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PREFACE

Marketing utilizes a unique, innovative, and effective pedagogical approach developed by the authors through the integration of their combined classroom, college, and university experiences. The elements of this approach have been the foundation for each edition of *Marketing* and serve as the core of the text and its supplements as they evolve and adapt to changes in student learning styles, the growth of the marketing discipline, and the development of new instructional technologies. The distinctive features of the approach are illustrated below:



The goal of the tenth Canadian edition of *Marketing* is to create an exceptional experience for today's students and instructors of marketing. The development of *Marketing* was based on a rigorous process of assessment, and the outcome of the process is a text and package of learning tools that are based on experience, leadership, and innovation in marketing education.

CURRENT, STREAMLINED COVERAGE

The tenth Canadian edition of *Marketing* has been revised, updated, and packed with new examples of marketing in Canada and around the world. You'll find new or expanded coverage of topics such as marketing analytics, big data, the Internet of Things (IoT), sustainable marketing, social enterprise and benefits corporations, CROPing, brand community, intelligent marketing enterprise platforms, design thinking, crowdfunding, minimally viable product (MVP), service sweethearting, surge pricing, omnichannel marketing, programmatic ad purchasing, addressable television advertising, and time-based agendas. Social media marketing and mobile marketing are also emphasized throughout the text.

We also overhauled our examples, cases, and pedagogy. The tenth Canadian edition includes 19 new opening vignettes, 11 new Marketing Matters boxes, and 10 new Video Cases. The Using Marketing Dashboards feature exposes students to the measures that marketing professionals use to track and analyze marketing phenomena and performance. Finally, the end-of-chapter Building Your Marketing Plan feature provides students with guidance and instruction for developing their own marketing plan for a new business.

Detailed List of Changes

Chapter 1 – Marketing: Customer Value, Relationships, and Experiences Through Marketing

- Chapter 1 features a new opening vignette on the City of Hamilton and its marketing program. There is also a new definition of marketing, a new concept called customer value proposition, a new Marketing Matters box, and new material on social media.

Chapter 2 – Developing Successful Marketing Strategies

- The new opening vignette in Chapter 2 is about Ben & Jerry's. The chapter also includes a new Marketing Matters box; a new example of business portfolio analysis featuring Apple; new material on dashboards, metrics, marketing analytics, and big data; new material on CMOs; and a new end-of-chapter Video Case about IBM.

Chapter 3 – Scanning the Marketing Environment

- Chapter 3 features new opening vignette material on Facebook; a new Marketing Matters box; a new Making Responsible Decisions box; a new section on technology, including the Internet of Things and data analytics; new examples of environmental trends; new information on Millennials; and updated statistics on the Canadian and global marketplaces.

Chapter 4 – Ethics and Social Responsibility for Sustainable Marketing

- Chapter 4 has a new opening vignette on some of Canada's most ethically and socially responsible companies, new examples of social responsibility, a new discussion of sustainable marketing, new examples of green marketing, development on new concepts social enterprise and benefit corporations, and a new end-of-chapter Video Case about Toyota.

Chapter 5 – Consumer Behaviour

- Chapter 5 includes a new chapter opener that discusses a new concept called CROPing, an updated lifestyle section, a new Marketing Matters box, a new concept called brand community, a totally updated French Canadian subculture section, and a new section on South Asian Canadians as an emerging subculture.

Chapter 6 – Understanding Organizations as Customers

- Chapter 6 features a new chapter opener on Campus Living Centres, a new Marketing Matters box, updated literature throughout the chapter, as well as new examples of business-to-business marketing.

Chapter 7 – Reaching Global Markets

- Chapter 7 provides a new opening vignette on Dell in India, a new Marketing Matters box, updated statistics on world trade and Canadian trade data, a new concept called economic espionage, and material on the new Trans-Pacific Partnership (TPP) agreement. There is also a new end-of-chapter Video Case on Mary Kay in India.

Chapter 8 – Marketing Research: From Information to Action

- Chapter 8 includes a new opening vignette on using social media for marketing research, new material on novel research methods and tools, a new section on intelligent marketing enterprise platforms, and a new section on big data, data analytics, and data mining.

Chapter 9 – Market Segmentation, Targeting, and Positioning

- Chapter 9 provides a new opening vignette on segmenting the Canadian tourism market, new examples of targeting and positioning.

Chapter 10 – Developing New Products and Services

- Chapter 10 includes a new opening vignette on the ThothX Tower, a so-called space elevator; new examples of new products; a new discussion on product failure; new concepts such as design thinking, crowdfunding, and minimally viable products (MVPs); as well as a new end-of-chapter Video Case on X-1.

Chapter 11 – Managing Products and Brands

- Chapter 11 provides a new opening vignette on Canada's most trusted brands, updated examples in the section on the product life cycle, new Marketing Matters and Making Responsible Decision boxes, new material on picking a good brand name, a new example on sub-branding, and a new end-of-chapter Video Case on Secret deodorant.

Chapter 12 – Managing Services

- Chapter 12 features a new opening vignette on Airbnb, updated statistics on the services economy, a new section on services in the future, a new concept called service sweethearting, and a new end-of-chapter Video Case on the LA Galaxy.

Chapter 13 – Pricing Products and Services

- Chapter 13 contains a new opening vignette on Vizio, new material on the cost of marketing products, new material about competitors' prices and consumer awareness of such, a new example of estimating demand, new material on dynamic pricing, a new concept called surge pricing, and a new end-of-chapter Video Case on Carmex.

Chapter 14 – Managing Marketing Channels and Supply Chains

- Chapter 14 features an updated opening vignette on Callaway Golf as an example of a successful multichannel marketer, new material on Internet marketing channels, and a new concept called omnichannel marketing is discussed.

Chapter 15 – Retailing

- Chapter 15 opens with a new opening vignette on what is trending in Canadian retailing, featuring information about retailers such as Indochino, Kit and Ace, Starbucks Canada, and HBC. The chapter also features updated statistics related to global and Canadian retailing, a new section on trends shaping the retail landscape, new Marketing Matters and Making Responsible Decisions boxes, and a new end-of-chapter Video Case about the Mall of America.

Chapter 16 – Integrated Marketing Communications and Direct Marketing

- Chapter 16 includes a new opening vignette on Taco Bell, new Marketing Matters and Making Responsible Decisions boxes, new material on direct marketing and mobile marketing, and a new end-of-chapter Video Case discussing Taco Bell's IMC campaign.

Chapter 17 – Advertising, Sales Promotion, and Public Relations

- Chapter 17 offers a new opening vignette on virtual reality and advertising, new examples of advocacy ads, a new section on identifying a target audience, new examples of setting ad objectives, updated statistics on media spending, new concepts such as programmatic ad purchasing and addressable television advertising, updated material on online advertising, new data on ad complaints, and new Marketing Matters and Making Responsible Decisions boxes.

Chapter 18 – Personal Selling and Sales Management

- Chapter 18 includes a new opening vignette on today's sales professional, new material about personal selling and entrepreneurship, and updated literature on sales management.

Chapter 19 – Pulling It All Together: The Strategic Marketing Process

- Chapter 19 features a new opening vignette on marketing strategy at General Mills and an updated section on metrics in marketing planning. It also includes a new section on finding and using what works, a new section about disruptive innovation and long-range marketing planning, discussion of a new concept called time-based agendas, an updated section on the evolving role of chief marketing officers (CMOs), and a new section on digging beneath the numbers (“Hiring a Milkshake!”)

Chapter 20 – Using Social Media and Mobile Marketing to Connect with Customers

- The title of Chapter 20 has been adapted to reflect the growing importance of mobile marketing. There is also a new opening vignette featuring mobile marketing. The chapter has been updated with the latest statistics on social media and mobile marketing in Canada, new examples of social media and mobile marketing, a new section on specialized social media such as Pinterest, and a new section about convergence. Finally, there is a new end-of-chapter Video Case featuring StuffDOT.

FEATURES

Chapter-opening vignettes introduce students to the concepts ahead in each chapter, using an exciting company (or companies) as an example. **Nineteen** vignettes are new to this edition, including new features about the City of Hamilton, Campus Living Centres, Airbnb, Dell in India, ThothX Tower, and Taco Bell.

Learning Objectives open each chapter to help students preview chapter content and study effectively.

Learning Review

1. What is strategy?
2. What is marketing accountability?
3. What are examples of a functional level in an organization?

Using Marketing Dashboards boxes highlight the increasing importance of metrics in marketing. Marketing dashboards graphically portray the measures that marketers use to track and analyze marketing phenomena and performance. Students will find commonly used measures applied by successful marketers throughout the text and will be exposed to their calculation, interpretation, and application.

MARKETING MATTERS

How Ethnic Canadian Buyers Shop!

Ethnic Canadians will double in size over the next 20 years, and marketers are going to have to understand how and why ethnic Canadians shop the way they do. Some marketers have already come to recognize the need to study the shopping behaviour of ethnic Canadians. For example, BrandSpark International studied the buying habits of more than 8,800 Canadians of Chinese, South Asian, and East Asian backgrounds, Canada's top ethnic groups. The study found that getting the biggest value for their money emerged as the most important factor in purchase decisions, and it revealed differences in the way that ethnic buyers rely on word of mouth and the Internet for shopping information. It also showed that ethnic Canadians are big consumers of high-tech gadgets, they're more likely to eat pre-made frozen meals or take-out, and they shop at Walmart more often than the average Canadian.

Making Responsible Decisions boxes focus on social responsibility, sustainability, and ethics, and provide examples of how companies approach these subjects in their marketing strategy. **New** boxes in the tenth Canadian edition cover topics such as female body image and marketing, and sustainable retailing.

3

Scanning the Marketing Environment

Learning Objectives

After reading this chapter, you should be able to:

- LO1** Explain how environmental scanning provides information about social, economic, technological, competitive, and regulatory forces.
- LO2** Describe how social forces, such as demographics, and cultural and economic forces, such as macroeconomic conditions and consumer income, affect marketing.

Learning Reviews are checkpoints, found at the end of each major chapter section, that pose critical-thinking and memory-recall questions. These questions help students to reflect on the text and test their comprehension of the material before moving on.

USING MARKETING DASHBOARDS

Why Apple Stores May Be the Best Retailer

How effective is my retail format compared to other stores? How are my stores performing this year compared to last year? Information related to this question is often displayed in a marketing dashboard using two measures: (1) sales per square foot, and (2) same-store sales growth.

Your Challenge You have been assigned to evaluate the Apple Store retail format. The store's simple, inviting, and open atmosphere has been the topic of discussion among many retailers. Apple, however, is relatively new to the retailing business and many experts have been skeptical of the format. To allow an assessment of Apple Stores, use *sales per square foot* as an indicator of how effectively retail space is used to generate revenue and *same-store sales growth* to compare the increase in sales of stores that have been open for the same period of time. The calculations for these two indicators are:

Marketing Matters boxes provide engaging, real-world examples of marketing applications in action to give students further insight into the practical world of marketing. The tenth Canadian edition features **11** new Marketing Matters boxes, including topics such as how ethnic Canadians shop; PRIZM5, a Canadian lifestyles psychographic system; the shopping bag of the future; and mobile marketing.

MAKING RESPONSIBLE DECISIONS

Cross-Device Tracking and Consumer Privacy

According to privacy experts, advertisers looking to use cross-device tracking need to update their privacy practices to make users aware of it, as well as provide opportunities to opt out.

The technology to connect users' identities across their desktops and mobile devices is relatively new. Until recently, siloed mobile and desktop systems prevented marketers from using the same audience data across devices; desktop behavioural data, collected and applied with cookies, couldn't be used to target mobile ads, since it wasn't possible to identify the same user on mobile. But now companies such as Google, Facebook, and Adobe are offering cookie-free cross-device user identification, which allows marketers to connect audience profiles to users on whatever device they're on. That means a user logging in from home, at work, or on the go will be identified and targeted using the same data about their past behaviour and preferences.

GOING ONLINE

Family Income in Canada by Province and Territory

Obviously, marketers collect and use environmental information to better understand consumers. One key aspect of an environmental scan is to collect and compare economic data about particular markets or market segments. In general, marketers will want to look at what is “typical” or “average” about the entire population. However, they also want to look at any differences that might exist. Go to the Statistics Canada website (www.statcan.gc.ca) and select “Browse by subject” and then “Income, pensions, spending and wealth.” Click on the “Household, family and personal income” link to examine the different tables that deal with family income. What can you glean from this information?

Going Online boxes encourage students to explore digital strategies that innovative companies and organizations are employing online, and ask them to think critically about the success or failure of the company’s efforts.

Learning Objectives Review sections are chapter summaries that group content recaps by learning objective. These summary sections are followed by **Applying Marketing Knowledge** questions.

Learning Objectives Review

LO1 Describe two kinds of organizations that exist and the three levels of strategy in them.

An organization is a legal entity of people who share a common mission. There are two kinds. One is a business firm that is a privately owned organization that serves its customers in order to earn a profit so that it can survive. The other is a non-profit organization that is a non-governmental organization that serves its customers but does not have profit as a goal. Most large business firms and non-profit organizations are divided into three levels of strategy: (a) the corporate level, where top management directs overall strategy for the entire organization; (b) the strategic business unit level, where managers set a more specific strategic direction for their businesses to set value-creating opportunities; and (c) the functional level, where groups of specialists actually create value for the organization.

Building Your Marketing Plan

1. Read Appendix A, “Creating an Effective Marketing Plan.”? Then write a 600-word executive summary for the Coffee Break Coffee House marketing plan using the numbered headings shown in the plan. When you have completed the draft of your own marketing plan, use what you learned in writing an executive summary for the coffee house to write a 600-word summary to go in front of your own marketing plan.
2. Using Chapter 2 and Appendix A as guides, give focus to your marketing plan by (a) writing your mission statement in 25 words or less, (b) listing three non-financial goals and three financial goals, (c) writing your competitive advantage in 35 words or less, and (d) doing a SWOT analysis table.

At the end of each chapter, **Building Your Marketing Plan** boxes guide students through the step-by-step creation of their own marketing plan.

Each chapter concludes with a **Video Case** that provides an up-close look at a company example, reinforcing the chapter content while bringing the material to life. The video segments that accompany these written cases are available for viewing on *Connect*. IBM, GoPro, Mary Kay in India, Taco Bell, Carmex, Toyota, and Secret deodorant are just some of the exciting new Video Cases available with the tenth Canadian edition. Accompanying the Video Cases are updated questions, some of which require quantitative analysis.

Video Case 4

Toyota: Building Cleaner, Greener Cars

“Toyota’s mission is to become the most respected and admired car company in North America,” explains Jana Hartline, manager of environmental communications at Toyota. To accomplish this, Jana and her colleagues at Toyota are working toward a future where a wide range of innovative vehicles, fuel technologies, and partnerships converge to create an economically vibrant, mobile society in harmony with the environment. It’s a challenge Jana finds exciting, and the result is cleaner, greener cars!

MARKET LEADING TECHNOLOGY

Learn without Limits

McGraw-Hill Connect® is an award-winning digital teaching and learning platform that gives students the means to better connect with their coursework, with their instructors, and with the important concepts that they will need to know for success now and in the future.



With Connect, instructors can take advantage of McGraw-Hill's trusted content to seamlessly deliver assignments, quizzes, and tests online. McGraw-Hill Connect is a learning platform that continually adapts to each student, delivering precisely what they need, when they need it, so class time is more engaging and effective. Connect makes teaching and learning personal, easy, and proven.

Connect Key Features

SmartBook®

As the first and only adaptive reading experience, SmartBook is changing the way students read and learn. SmartBook creates a personalized reading experience by highlighting the most important concepts a student needs to learn at that moment. As a student engages with SmartBook, the reading experience continuously adapts by highlighting content based on what each student knows and doesn't know. This ensures that he or she is focused on the content needed to close specific knowledge gaps, while it simultaneously promotes long-term learning.

Connect Insight®

Connect Insight is Connect's new one-of-a-kind visual analytics dashboard—now available for instructors—that provides at-a-glance information regarding student performance, which is immediately actionable. By presenting assignment, assessment, and topical performance results together with a time metric that is easily visible for aggregate or individual results, Connect Insight gives instructors the ability to take a just-in-time approach to teaching and learning, which was never before available. Connect Insight presents data that help instructors improve class performance in a way that is efficient and effective.

Simple Assignment Management

With Connect, creating assignments is easier than ever, so instructors can spend more time teaching and less time managing. Instructors can:

- Assign SmartBook learning modules.
- Edit existing questions and create their own questions.
- Draw from a variety of text specific questions, resources, and test bank material to assign online.
- Streamline lesson planning, student progress reporting, and assignment grading to make classroom management more efficient than ever.

Smart Grading

When it comes to studying, time is precious. Connect helps students learn more efficiently by providing feedback and practice material when they need it, where they need it.

- Automatically score assignments, giving students immediate feedback on their work and comparisons with correct answers.
- Access and review each response; manually change grades or leave comments for students to review.
- Track individual student performance—by question, by assignment, or in relation to the class overall—with detailed grade reports.
- Reinforce classroom concepts with practice tests and instant quizzes.
- Integrate grade reports easily with learning management systems, including Blackboard, D2L, and Moodle.

Instructor Library

The Connect Instructor Library is a repository for additional resources to improve student engagement in and out of the class. It provides all the critical resources instructors need to build their course.

- Access instructor resources.
- View assignments and resources created for past sections.
- Post your own resources for students to use.

Instructor Resources

Crane Connect is a one-stop shop for instructor resources, including the following:

- **Instructor's Manual:** The Instructor's Manual contains learning objectives, key terms, detailed lecture notes, summaries of all boxed features, and answers to Learning Reviews and Applying Marketing Knowledge questions.
- **PowerPoint Presentations:** These robust presentations offer high-quality visuals that bring key marketing concepts to life.
- **Visually Enhanced Computerized Test Bank:** The Test Bank contains an extensive array of multiple choice and essay questions, Learning Objective, and Bloom's level of learning (knowledge, comprehension, or application). The Test Bank also offers a number of **visually enhanced questions** that include images and figures from the textbook. The computerized test bank allows instructors to create tests from book-specific items. It also offers a number of question types and allows instructors to add their own questions. It is available through a flexible and easy-to-use electronic testing program, with test items also available in Word format (rich text format).
- **Video Cases:** A unique series of 20 contemporary marketing cases, half of which are new for this edition. Each video corresponds with a chapter-specific topic and an end-of-chapter case in the text. This series is also available on DVD, and includes closed captioning.
- **Alternate Cases:** A wealth of additional cases provides even more opportunities to bring course content to life for students.
- **Video Case and Alternate Case Teaching Notes:** Helpful teaching suggestions and solutions for the Video Cases and alternate cases.
- **Brief Video Clips and Discussion Questions:** This resource is perfect for instructors who struggle to find time to play a longer video or Video Case in class. Instructors can access short (two to five minutes), engaging, and current video clips, as well as suggestions for encouraging class discussion around each clip.
- **Instructor Newsletter and Blog:** The Instructor Newsletter has been developed for adopters of *Marketing*. This newsletter is devoted to providing innovative resources to help improve student learning, offer timely marketing examples, and make class preparation easier. The newsletter includes links to video clips, synopses of articles with in-class discussion questions, teaching tips, and discussion of pedagogical features of *Marketing*. The newsletter is offered eight times during the academic year.
- **Instructor's Survival Kit (ISK):** Today's students are more likely to learn and be motivated by active, participative experiences than by classic classroom lecture and discussion. To illustrate marketing concepts and encourage student participation and collaboration, the Instructor's Survival Kit contains an In-Class Activities Guide. These activities have received extremely positive feedback from both instructors and students. In-class activities may relate to a specific Video Case or example from the tenth Canadian edition text.
- **Image Library:** A digital copy of each photo, illustration, and table from the textbook, which instructors can use to create customized PowerPoint slides or design compelling course websites.

Superior Learning Solutions and Support

The McGraw-Hill Education team is ready to help instructors assess and integrate any of our products, technology, and services into your course for optimal teaching and learning performance. Whether it's helping your students improve their grades, or putting your entire course online, the McGraw-Hill Education team is here to help you do it. Contact your Learning Solutions Consultant today to learn how to maximize all of McGraw-Hill Education's resources.

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