Ninth Edition

MARKETING
THE CORE

Kerin & Hartley 9e

McGraw Hill

Roger A. Kerin

Steven W. Hartley

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MARKETING: THE CORE
Ninth Edition

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A recent survey of the market for marketers revealed an incredible variety of new job titles including brand ambassador, digital marketing manager, content strategist, event coordinator, marketing analytics manager, and social media manager. These new titles reflect the exciting changes occurring in the marketplace and the integral role marketing professionals will play in businesses, nonprofit organizations, government agencies, and all parts of our economic and social environment. We are excited to have the opportunity to participate in your journey as a student of marketing, and we hope that this textbook will help you discover your personal goals related to a career of compassion and purpose in marketing or any of the fields it will influence!

The changes in the marketplace are the result of new technologies, new consumer interests, new social trends, and the recent COVID-19 pandemic. For example, artificial intelligence, consumer preference for environmentally friendly products, the growing movement toward a gender-neutral society, and the shift to online buying during the pandemic have dramatic implications for the future practice of marketing. To help you see the links with marketing actions we have included many current, interesting, and relevant examples such as Elon Musk's mission to Mars and Neuralink businesses, Bombas's efforts to help solve a social problem with its new business model, IBM's "Let's Put Smart To Work" strategy, and Toyota's hydrogen fuel-cell vehicle, the Mirai. In addition, we have integrated many of the most popular marketing tools to measure marketing performance, including net promoter ratings, customer lifetime value, and customer engagement measures for social media.

The dynamic nature of the marketing discipline necessitates equally dynamic learning resources. As a result, we have focused our time and energy on ensuring that our textbook provides the most insightful and comprehensive coverage of the marketplace today. The dramatic changes in student learning styles—from traditional observational styles to contemporary collaborative styles—are also reflected in our efforts as we have included many features to match these interests. Our approach to presenting the complexities of marketing and facilitating the changes in learning is based on three important dimensions:

- **Engagement.** As professors we have benefited from interactions with many exceptional students, managers, and instructors. Their insights have contributed to our approach to teaching and, subsequently, to our efforts as textbook authors. One of the essential elements of our approach is a commitment to active learning through engaging, integrated, and timely materials. In-class activities, an interactive blog, marketing plan exercises, and in-text links to online ads and web pages are just a few examples of the components of our engagement model.

- **Leadership.** Our approach is also based on a commitment to taking a leadership

role in the development and presentation of new ideas, principles, theories, and practices in marketing. This is more important now than ever before, as the pace of change in our discipline accelerates and influences almost every aspect of traditional marketing. We are certain that exposure to leading-edge material related to topics such as social media, data analytics, and marketing metrics can help students become leaders in their jobs and careers.

- **Innovation.** New educational technologies and innovative teaching tools have magnified the engagement and leadership aspects of our approach. Connect and SmartBook 2.0, for example, provide a digital and interactive platform that embraces the "anytime and anywhere" style of today's students. In addition, we have provided new videos and increased the visual impact of the text and PowerPoint materials to facilitate multimedia approaches to learning.

Through the previous 8 U.S. editions—and 20 international editions in 12 languages—we have been gratified by the enthusiastic and valuable feedback we have received from students and instructors. We are very excited to have this opportunity to share our passion for this exciting discipline with you today. Welcome to the 9th edition of *Marketing: The Core* !

Roger A. Kerin

Steven W. Hartley

PREFACE

Marketing: The Core 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: The Core* 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:

High-Engagement Style
Easy-to-read, high-involvement, interactive writing style that engages students through active learning techniques.

Rigorous Framework
A pedagogy based on the use of learning objectives, learning reviews, learning objectives reviews, and supportive student supplements.

Personalized Marketing
A vivid and accurate description of businesses, marketing professionals, and entrepreneurs—through cases, exercises, and testimonials—that allows students to personalize marketing and identify possible career interests.

Marketing: The Core 9/e
Pedagogical Approach

Traditional and Contemporary Coverage
Comprehensive and integrated coverage of traditional and contemporary marketing concepts.

Integrated Technology
The use of powerful technical resources and learning solutions, such as Connect and SmartBook 2.0, the Kerin & Hartley Blog (www.kerinmarketing.com), and in-text video links.

Marketing Decision Making
The use of extended examples, cases, and videos involving people making marketing decisions.

The goal of the 9th edition of *Marketing: The Core* 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 *engagement, leadership,* and *innovation* in marketing education.

ENGAGEMENT

The author team has benefited from extraordinary experiences as instructors, researchers, and consultants, as well as the feedback of users of previous editions of *Marketing: The Core* —now more than 1 million students! The authors believe that success in marketing education in the future will require the highest levels of engagement. They ensure engagement by facilitating interaction between students and four learning partners—the instructor, other students, businesses, and the publisher. Some examples of the high-engagement elements of *Marketing: The Core*:

In-Class Activities and Digital In-Class Activities. The in-class activities, located in the *Instructor's Manual*, are designed to engage students in discussions with the instructor and among themselves. They involve surveys, online resources, out-of-class assignments, and personal observations. Each activity illustrates a concept from the textbook and can be done individually or as a team. Examples include: Designing a Candy Bar, Marketing Yourself, Pepsi vs. Coke Taste Test, and What Makes a Memorable TV Commercial? In addition, digital in-class activities have been added to selected chapters. These activities, located in the Instructor Resources, focus on the use of Web resources and the marketing data they can provide students.

Interactive Web Page and Blog (www.kerinmarketing.com). Students can access recent articles about marketing and post comments for other students. The site also provides access to a *Marketing* Twitter feed!

Building Your Marketing Plan. The Building Your Marketing Plan guides at the end of each chapter are based on the format of the marketing plan presented in Appendix A. On the basis of self-study or as part of a course assignment, students can use the activities to organize interactions with businesses to build a marketing plan. Students and employers often suggest that a well-written plan in a student's portfolio is an asset in today's competitive job market.

LEADERSHIP

The popularity of *Marketing: The Core* in the United States and around the globe is the result, in part, of the leadership role of the authors in developing and presenting new marketing content and pedagogies. For example, *Marketing: The Core* was the first text to meaningfully integrate ethics, interactive and social media marketing, and marketing metrics and dashboards. It was also the first text to develop custom-made videos to help illustrate marketing principles and practices and bring them to life for students as they read the text. The authors have also been leaders in developing new learning tools, such as a three-step learning process that includes learning objectives, learning reviews, and learning objectives reviews and new testing materials that are based on Bloom's learning taxonomy. Other elements that show how *Marketing: The Core* is a leader in the discipline include:

Chapter 17: Using Social Media and Mobile Marketing to Connect with Consumers. *Marketing: The Core* features a dedicated and up-to-date chapter for social media and mobile marketing. This new environment is rapidly changing and constantly growing. The authors cover the building blocks of social media and mobile marketing and provide thorough, relevant content and examples. The authors describe major social media platforms including Facebook, Instagram, Twitter, YouTube, Pinterest, and LinkedIn. They explain how managers and companies can use those platforms for marketing purposes, including influencer marketing. Chapter 17 also includes a new section titled Social Networks, Social Media, Influencer Marketing, and Social Shopping that describes the growing impact of influencer marketing, how to identify and recruit influencers, and how social commerce and social shopping are changing the customer journey. This chapter is an example of one of many ways *Marketing: The Core* is on the cutting edge of marketing practice.

Applying Marketing Metrics. The Applying Marketing Metrics feature in the text delivers two important measurement elements in business and marketing management today—performance metrics and the dashboards to visualize them. The text includes 14 examples of proven marketing performance metrics, including their purpose, calculation, application, interpretation, and display in marketing dashboards. Some of the metrics included are: Net Promoter Score (NPS), customer lifetime value (CLV), New Product Vitality Index, category development index (CDI), brand development index (BDI), load factor (a capacity management metric), price premium, sales per square foot, same-store sales growth, promotion-to-sales ratio,

cost per thousand (CPM) impressions, and customer engagement with social media. The feature is designed to encourage readers to learn, practice, display, and apply marketing metrics in a meaningful manner for decision-making purposes.

Color-Coded Graphs and Tables. The use of color in the graphs and tables enhances their readability and adds a visual level of learning to the textbook for readers. In addition, these color highlights increase student comprehension by linking the text discussion to colored elements in the graphs and tables.

New Video Cases. Each chapter ends with a case that is supported by a video to illustrate the topics addressed in the chapter. New cases, such as Bombas, Mary Kay China, Poshmark, Fallon Worldwide, and Cascade Maverik, and recent cases, such as IBM, Toyota, Justin's, and Body Glove, provide current and relevant examples that are familiar to students.

INNOVATION

In today's fast-paced and demanding educational environment, innovation is essential to effective learning. To maintain *Marketing: The Core* 's leadership position in the marketplace, the author team consistently creates innovative pedagogical tools that match contemporary students' learning styles and interests. The authors keep their fingers on the pulse of technology to bring real innovation to their text and package. Innovations such as in-text links, a Twitter feed, hyperlinked PowerPoint slides, and an online blog augment the McGraw Hill Education online innovations such as Connect and SmartBook 2.0.

In-Text Links. You can see Internet links in magazine ads; on television programming; as part of catalogs, in-store displays, and product packaging; and throughout *Marketing: The Core* ! These links bring the text to life with ads and videos about products and companies that are discussed in the text. The videos also keep the text even more current. While each link in the text has a caption, the links are updated to reflect new campaigns and market changes. In addition, the links allow readers to stream the video cases at the end of each chapter. You can simply click on the links in the digital book or use your smartphone or computer to follow the links.

Twitter Feed and Online Blog. Visit www.kerinmarketing.com to participate in *Marketing: The Core* 's online blog discussion and to see Twitter feed updates. You can also subscribe to the Twitter feed to receive the Marketing Question of the Day and respond with the #QotD hashtag.

Connect and SmartBook 2.0 Integration. These McGraw Hill Education products provide a comprehensive package of online resources to enable students to learn faster, study more efficiently, and increase knowledge retention. The products represent the gold standard in online, interactive, and adaptive learning tools and have received accolades from industry experts for their Library and Study Center elements, filtering and reporting functions, and immediate student feedback capabilities. In addition, the authors have developed book-specific interactive assignments, including (a) auto-graded applications based on the marketing plan exercises, and (b) activities based on the Applying Marketing Metrics boxes and marketing metrics presented in the text.

Innovative Test Bank. Containing more than 5,000 multiple-choice and essay questions, the *Marketing: The Core* Test Bank reflects more than two decades of

innovations. The Test Bank also includes "visual test questions" in each chapter to reward students who made an effort to understand key graphs, tables, and images in the chapter.
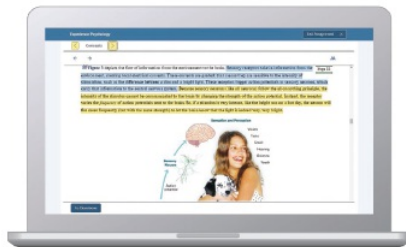
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Affordable solutions, added value

Make technology work for you with LMS integration for single sign-on access, mobile access to the digital textbook, and reports to quickly show you how each of your students is doing. And with our Inclusive Access program you can provide all these tools at a discount to your students. Ask your McGraw Hill representative for more information.

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Solutions for your challenges

A product isn't a solution. Real solutions are affordable, reliable, and come with training and ongoing support when you need it and how you want it. Visit **www.supportateverystep.com** for videos and resources both you and your students can use throughout the semester.

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"I really liked this app—it made it easy to study when you don't have your text-book in front of you."

- Jordan Cunningham,
  Eastern Washington University

Everything you need in one place

Your Connect course has everything you need—whether reading on your digital eBook or completing assignments for class, Connect makes it easy to get your work done.

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Learning for everyone

McGraw Hill works directly with Accessibility Services Departments and faculty to meet the learning needs of all students. Please contact your Accessibility Services Office and ask them to email accessibility@mheducation.com, or visit **www.mheducation.com/about/accessibility** for more information.

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Asset Alignment with Bloom's Taxonomy

Principles of Marketing

We Take Students Higher

As a learning science company, we create content that supports higher order thinking skills. Within McGraw Hill Connect [®] , we tag content accordingly so you can filter your search, assign it, and receive reporting on it. These content asset types can be associated with one or more levels of Bloom's.

The chart below shows a few of the key assignable marketing assets with Connect aligned with Bloom's Taxonomy. Take your students higher by assigning a variety of applications, moving them from simple memorization to concept application.

	SmartBook® 2.0	Click & Drags	iSeeit! Video Cases	Video Cases/Case Analyses	Marketing Analytics	Marketing Plan Prep Exercises	Application-Based Activities	Writing Assignment Plus
CREATE								✓
EVALUATE							✓	✓
ANALYZE				✓	✓	✓	✓	✓
APPLY		✓	✓	✓	✓	✓	✓	✓
UNDERSTAND	✓	✓	✓	✓	✓	✓	✓	✓
REMEMBER	✓	✓	✓	✓	✓	✓	✓	✓

Higher Order Thinking Skills → Lower Order Thinking Skills

SmartBook 2.0

SmartBook 2.0 personalizes learning to individual student needs, continually adapting to pinpoint knowledge gaps and focus learning on concepts requiring additional study.

Click & Drags

These activities help make the connection between theory and application through matching, ranking, or grouping activities.

iSeeit! Video Cases

Short, contemporary videos provide engaging, animated introductions to key course concepts. Available at the topic level. Perfect for launching lectures and assigning pre- or postlecture.

Video Cases & Case Analyses

Video cases and case analyses, featuring real companies, are assignable with corresponding comprehension questions that help students analyze and apply key marketing concepts.

Marketing Analytics

These auto-graded, marketing analytics activities challenge students to make decisions using metrics commonly seen across marketing professions. The goal of these activities is to give students practice analyzing and using marketing data to make decisions.

Marketing Plan Prep Exercises

These exercises use guided activities and examples to help students understand and differentiate the various elements of a marketing plan.

Application-Based Activities

Highly interactive, application-based activities immerse students in real-world business environments. Placed in the role of a marketing manager or business professional, students are challenged to make data-informed decisions and apply multiple concepts while seeing the impact of their decisions immediately.

Writing Assignment Plus

Writing Assignment Plus delivers a learning experience that helps students improve their written communication skills and conceptual understanding. Faculty can assign, monitor, grade, and provide feedback on writing projects efficiently. Built-in grammar and writing review helps students improve writing quality while an originality check helps students correct potential plagiarism before submission. End result? Improved workplace writing and critical thinking skills.

NEW AND REVISED CONTENT

Chapter 1: New Bombas chapter opener and video case, new showstopper analysis, and new material on "shared" value and Patagonia. Chapter 1 now begins with a discussion of Bombas and its founders David Heath and Randy Goldberg. The company's social mission to give away millions of socks to homeless shelters and its buy-one-give-one model are presented. Discussion of Elon Musk's new businesses such as the mission to Mars, Neuralink, and The Boring Company have been added to the Marketing and Your Career section. New-product examples such as smart glasses, stevia-sweetened soft drinks, and snack subscription services have been added to the discussion of potential "showstoppers" for new product launches. New discussion of Facebook's efforts to reduce fake news, the concept of "shared" value, and Patagonia's Worn Wear initiative have also been added. The chapter ends with a new video case about Bombas and its marketing program.

Chapter 2: Updated chapter opening example, addition of a new example of social entrepreneurship, an updated application of business portfolio analysis, new extended coverage of the Organizational Foundation section, and a new section, Pulling It All Together. The Chapter 2 opening example has been updated to discuss Ben & Jerry's familiar motto "Peace, Love, and Ice Cream." In addition, the elimination of single-use plastic and the addition of nondairy flavors made with almond milk have been added to the discussion of creative marketing strategies used by the company. The addition of FreeWill to *Forbes* 's annual list of *30 Under 30: Social Entrepreneurs* is discussed in the Making Responsible Decisions box. The discussion of organizational foundation now includes a definition of organizational purpose and describes the organizational purpose of Facebook and Apple by their CEOs. The discussion of business definitions and business models now describes how Uber has added Uber Jump to its portfolio of offerings. The application of the Boston Consulting Group business portfolio model to Apple's product line has been updated to include changes related to the Apple Card, the iPhone, and the iPad/iPad mini tablet devices. Extended coverage of consumer value propositions includes criteria for their selection and a description of IKEA's consumer value proposition, which is central to it becoming the world's largest retailer. A new section, Pulling It All Together, summarizes the strategic marketing process and provides Figure 2–11 to illustrate specific actions in each phase of the process.

Chapter 3: Update of Facebook's response to the changing marketing

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gender-neutral marketing actions. The chapter opening example is updated to reflect the dramatic environmental changes Facebook is facing. The discussion of new trends, such as the growing popularity of personalized marketing, and the new emphasis on the reuse rather than disposal of products and resources, has been expanded. An update of Generation Z value formation has been added to the discussion of generational cohorts. In addition, the examples of gender neutral marketing actions have been updated. A discussion of new trends in technology, such as the growth of facial recognition technology, blockchain, artificial intelligence, and wearable technology, has also been added.

Chapter 4: Updated consumer lifestyle discussion, a new Applying Marketing Metrics box featuring Net Promoter Scores TM , and an expanded descrip tion of situational effects on buyer behavior. The section describing consumer lifestyle and the VALS framework has been expanded to reflect the latest research and marketing practices. The growing emphasis on consumer advocacy is highlighted with a new Applying Marketing Metrics box describing the calculation, application, interpretation, and display of Net Promoter Scores in a consumer advocacy context. The discussion of situation effects on the purchase process has been expanded to highlight impulse buying online and during natural disasters such the COVID-19 pandemic.

Chapter 5: Updated examples of IBM and Boeing procurement and a new reverse auction example. The descriptions of organizational buying at IBM and Boeing have been updated. A description of Nike's use of bids from advertising agencies for the company's multimillion-dollar media program has been added to the reverse auction discussion.

Chapter 6: Inclusion of a new video case featuring the recent brand building program by Mary Kay, Inc. in China. Updated discussion of global trade, including the passage of the United States–Mexico– Canada Agreement (USMCA) and Great Britain's exit from the European Union. The discussion on global trade has been updated to feature recent developments pertaining to economic protectionism, economic nationalism, and trade wars between nations. Their effect on world trade is described. The passage of the USMCA, which renegotiated the North American Free Trade Agreement (NAFTA), and Great Britain's formal exit from the European Union are highlighted in this regard. The end-of-chapter Mary Kay, Inc. case focuses on the launch of the Pink Young brand in China.

Chapter 7: Updated chapter opening example, an update of Nielsen television program rankings, and an updated example of forecasting sales for a new

running shoe. The chapter opening example has been updated to reflect the use of marketing research in Hollywood, and its potential influence on movies such as Avengers: Endgame and Atomic Blonde. The discussion of national TV ratings data collected by Nielsen, as an example of a mechanical method of data collection, has been updated. In addition, the discussion of direct forecasting has been updated to include the New Balance Zante Pursuit as an example.

Chapter 8: Update of Zappos's use of segmentation and its training center, new examples, new section on customer lifetime value, and a new Applying Marketing Metrics box. The chapter opening example has been updated to describe how Zappos uses behavioral segmentation, and how the company training center, Zappos Insights, allows other companies to learn the techniques. The When and How to Segment Markets section offers an updated discussion of Ford's shift in strategy to reduce its product line by focusing on pickups, SUVs, and electric cars. The discussion of mass customization now includes the *Nike By You* service as an example. In addition, a new section titled The Financial Relevance of Customer Patronage: Customer Lifetime Value has been added. Also, a new Applying Marketing Metrics box has been added featuring the calculation, application, and interpretation of the lifetime value of a McDonald's, Burger King, and Wendy's customer using actual company data.

Chapter 9: New example of open innovation, a new section on new-product performance, and a new marketing metric—the New Product Vitality Index. The discussion on open innovation now includes Pepsi's entrepreneurial group, called "The Hive," which is contrasted with Apple's Industrial Design Group. A new section titled Tracking New-Product Performance has been added. In addition, the New Product Vitality Index, used by many large companies, is described, calculated, interpreted, and displayed in a new Applying Marketing Metrics box. Updates on Flamin' Hot Cheetos, the Google Glass Enterprise 2, and new-product successes at General Mills have also been added to the discussion.

Chapter 10: Description of the latest brand extensions for Gatorade, an expanded example of the adoption cycle for all-electric-powered cars, and new material on brand purpose in brand equity development. The Chapter 10 discussion of Gatorade in the chapter opener now highlights Gatorade Bolt24, a 24-hour hydration beverage, and Gatorade Bolt24 Energize, the first caffeinated beverage to also deliver hydration. An expanded discussion of the adoption cycle for all-electric vehicles is included to explain the slow adoption of these cars in the U.S. The latest thinking on the role of brand purpose in brand equity development is introduced and illustrated by Nike and Patagonia.

Chapter 11: Updated example of final price calculation, updated odd-even pricing example, updated Applying Marketing Metrics box, and a new example of price setting to achieve a market share objective. The example of the calculation of a final price for a Bugatti Chiron, with a Mini-Cooper trade-in, has been updated. The updated odd-even pricing example now includes Lowe's offer of a DeWalt radial saw. The Applying Marketing Metrics box about above-, at-, or below-market pricing in the energy drink market has been updated. An example of the use of price by P&G and Kimberly-Clark to achieve a market share objective has been added.

Chapter 12: New emphasis on digital marketing channels, new section on direct to consumer mar keting and the role of *BOPUS* and *BORIS* multi channel marketing practices, new Starbucks example of a strategic channel alliance, and an explanation of the "bullwhip effect" that caused product shortages during the COVID-19 pandemic in the U.S. A new section highlights the popularity of direct to consumer marketing and the application of BOPUS (b uy o nline and p ick u p at a s tore) and BORIS (b uy o nline and r eturn a purchase i n s tore) that leverage the value-adding capabilities of retail stores in implementing multichannel practices. Starbucks's use of PepsiCo's distribution network has been added as an example of a strategic channel alliance. In addition, the concept of the "bullwhip effect" is introduced to illustrate the miscalculation of product demand and supply during the COVID-19 pandemic.

Chapter 13: New chapter opening example about Generation Z shopping in malls, update of the top franchises, new discussion about Amazon Go stores, and a new retail positioning matrix example. Chapter 13 opens with a description of the surprising shopping preferences of Generation Z. They are combining traditional and contemporary approaches by using technology at the mall! The Contractual Systems section has been updated to include new information about the top five franchises. The Self-Service retailing section now includes a description of Amazon's cashierless convenience stores, called Amazon Go. New topics such as geofencing, mobile app product scanning, personalized advertising, and online retailers with catalogs and storefronts are also discussed. In addition, Ulta Beauty has been added as a new example in the discussion of the retail positioning matrix.

Chapter 14: New video case featuring Poshmark, updated terminology describing the digital environment, new example of choiceboard technology, and a new definition and keyword on marketing attribution. Terminology has been updated to include *digital natives* and the *digitally enabled* environment. A new example of Indochino's use of technology to allow customers to design their own products has been added to the Choiceboards section. A new keyword, *marketing*

attribution, has been added to the Monitor and Measure Multichannel Marketing Performance section. The new Poshmark end-of-chapter case focuses on the growing popularity of the resale clothing market and social commerce.

Chapter 15: Updated chapter opening example, new advertisements, updated Marketing Matters box, new example of an IMC program for a movie, new discussion of the Media Agency of the Year, and addition of opt-in approaches to direct marketing discussion. The chapter opening example has been completely updated to reflect Taco Bell's recent IMC activities. The company's Taco ReBELLion campaign, Taco Tuesday, Party Packs, Grubhub delivery service, the special Taco Bell edition of Xbox One, the Taco Bell Hotel and Resort, and Taco Hacks are all discussed. New advertisements include examples from The North Face, Oculus, Pepsi/Cheetos, and Otezla. The Marketing Matters box has been updated to describe marketing activities directed at the 20 million college students in the United States, including while they are on spring break! The IMC program used to promote the movie *Star Wars: The Rise of Skywalker* has been added to the Scheduling the Promotion section. The work of *Ad Age* 's Media Agency of the Year, Assembly, is discussed. In addition, the Direct Marketing section has been updated to include the new emphasis on "opt-in" approaches.
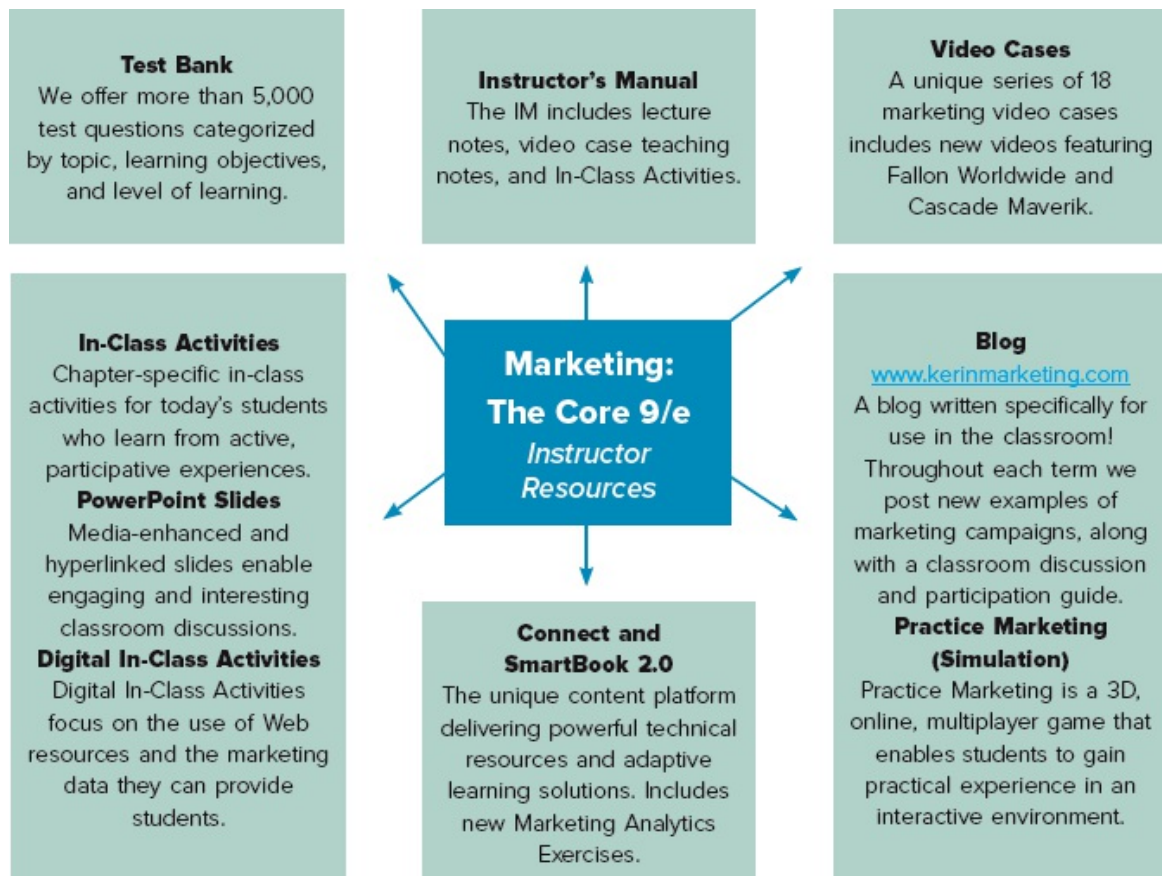
Chapter 16: New Fallon Worldwide video case, new chapter opening example about advertising to "over-the-top" media users, new advertisements, new discussion of Ad Age's Agency of the Year, and updated examples of sales promotions. The consumer shift from viewing video programming through a cable or satellite connection to an Internet or "over-the-top" (OTT) connection is discussed in the chapter opening example. Examples of customized and addressable OTT campaigns include Cadillac and Toyota. New advertising examples from Volvo, Flowers Victoria, Orville Redenbacher, Milk Life, Under Armour, Jeep, Louis Vuitton, Nike, and Bumble have been added. The Identifying the Target Audience section now includes the Under Armour "Project Rock" campaign as an example, and the Message Content section includes a discussion of the increasing use of gender-neutral advertising by firms such as CoverGirl, Zara, Guess, Mattel, and Louis Vuitton. The chapter also includes new discussion of *Ad Age* 's Agency of the Year —Wieden+Kennedy. In addition, new sales promotion examples such as the Pringles Mystery Flavor Contest, Starbucks's loyalty program, and Apple product placements in movies are discussed. The chapter ends with a new video case titled Fallon Worldwide: Creating a Competitive Advantage with Creativity, which describes the agency's approach to developing advertising such as the Arby's "We Have the Meats" campaign.

Chapter 17: Updated chapter opening example about connected cars, new

section on the growth of influencer marketing, new section on the emergence of social commerce and social shopping, expanded prominent social media section, new material about misinformation prevention and privacy at Facebook, and new Applying Marketing Metrics box on measuring customer engagement on social media platforms. Chapter 17 has been significantly revised. The chapter opening example has been updated to reflect the growth of connected cars, smart transportation, and intelligent mobility. In addition, a new section titled Social Media and Influencer Marketing addresses the role and growth of social media influencers such as Kendall Jenner, who has more than 110 million Instagram followers. Another new section titled Social Media and Social Shopping introduces *social shopping* as a key term and describes how individuals are influenced by their peers' purchases and recommendations. The section A Look at Six Prominent Social Media has been expanded to include Instagram and Pinterest. New discussions about Facebook's Click-Gap metric, designed to prevent misinformation and fake news, and its new privacy protections related to the use of personal data, have been added to the section Mobile Marketing at Facebook. The revised section titled Social Media Marketing Programs and Customer Engagement introduces new key terms and definitions for social media marketing programs, customer engagement and measurement, and social media content. The section now includes an Applying Marketing Metrics box to illustrate the calculation and comparison of customer engagement rates across different social media.

Chapter 18: New Cascade Maverik video case, updated prospecting discussion that now includes social selling, and the highlighted growth of salesforce automation due to remote selling during the COVID-19 pandemic. The Prospecting section now includes social selling as part of the discussion about identifying leads and prospects. New and updated examples include college textbook publishers' use of a geographic sales organization, and reliance on salesforce automation for remote selling during the COVID-19 pandemic. The chapter ends with a new video case titled Cascade Maverik: Creating an Amazing Success Story with Exceptional Salespeople, which describes the sales management process and the personal selling process used by the firm to be "the fastest supplier of high-performance lacrosse gear."

INSTRUCTOR RESOURCES

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A unique series of 18 marketing video cases includes new videos featuring Fallon Worldwide and Cascade Maverik.

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Media-enhanced and hyperlinked slides enable engaging and interesting classroom discussions.
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Digital In-Class Activities focus on the use of Web resources and the marketing data they can provide students.

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Practice Marketing is a 3D, online, multiplayer game that enables students to gain practical experience in an interactive environment.

Test Builder in Connect

Available within Connect, Test Builder is a Cloud-based tool that enables instructors to format tests that can be printed or administered within an LMS. Test Builder offers a modern, streamlined interface for easy content configuration that matches course needs, without requiring a download.

Test Builder allows you to:

- Access all Test Bank content from a particular title.

- Easily pinpoint the most relevant content through robust filtering options.

- Manipulate the order of questions or scramble questions and/or answers.

- Pin questions to a specific location within a test.

- Determine your preferred treatment of algorithmic questions.

- Choose the layout and spacing.

- Add instructions and configure default settings.

Test Builder provides a secure interface for better protection of content and allows for just-in-time updates to flow directly into assessments.

Tegrity: Lectures 24/7

Tegrity in Connect is a tool that makes class time available 24/7 by automatically capturing every lecture. With a simple one-click start-and-stop process, you capture all computer screens and corresponding audio in a format that is easy to search, frame by frame. Students can replay any part of any class with easy-to-use, browser-based viewing on a PC, Mac, iPod, or other mobile device.

Educators know that the more students can see, hear, and experience class resources, the better they learn. In fact, studies prove it. Tegrity's unique search feature helps students efficiently find what they need, when they need it, across an entire semester of class recordings. Help turn your students' study time into learning moments immediately supported by your lecture. With Tegrity, you also increase intent listening and class participation by easing students' concerns about note-taking. Using Tegrity in Connect will make it more likely you will see students' faces, not the tops of their heads.

Practice Marketing

Practice Marketing is a 3D, online, single or multiplayer game that helps students apply the four Ps by taking on the role of marketing manager for a backpack company. By playing the game individually and/or in teams, students come to understand how their decisions and elements of the marketing mix affect one another. Practice Marketing is easy to use, fully mobile, and provides an interactive alternative to marketing plan projects. Log in to mhpractice.com with your Connect credentials to access a demo, or contact your local McGraw Hill representative for more details.

## Marketing Mini Sims—Now Assignable within Connect!

Marketing Mini Sims are building-block sims based on our full Practice Marketing simulation that require students to take on the role of a marketing decision maker for a backpack manufacturing company. Each of the nine Mini Sims focuses on one aspect of the marketing mix and serves to both reinforce the understanding of key

concepts as well as allow students to make business decisions.

To view a demonstration video and/or see a list of available simulations, please visit the McGraw Hill Marketing Discipline Landing page at http://bit.ly/MHEmarketing.

Remote Proctoring and Browser-Locking Capabilities
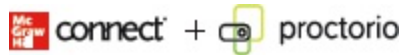
New remote proctoring and browser-locking capabilities, hosted by Proctorio within Connect, provide control of the assessment environment by enabling security options and verifying the identity of the student.

Seamlessly integrated within Connect, these services allow instructors to control students' assessment experience by restricting browser activity, recording students' activity, and verifying students are doing their own work.

Instant and detailed reporting gives instructors an at-a-glance view of potential academic integrity concerns, thereby avoiding personal bias and supporting evidence-based claims.

Writing Assignment

Available within McGraw Hill Connect® and McGraw Hill Connect® Master, the Writing Assignment tool delivers a learning experience to help students improve their written communication skills and conceptual understanding. As an instructor you can assign, monitor, grade, and provide feedback on writing more efficiently and effectively.

ACKNOWLEDGMENTS

To ensure continuous improvement of our textbook and supplements we have utilized an extensive review and development process for each of our past editions. Building on that history, the *Marketing: The Core*, 9th edition development process included several phases of evaluation and a variety of stakeholder audiences (e.g., students, instructors, etc.).

Reviewers who were vital in the changes that were made to the 9th and previous editions of *Marketing: The Core* and its supplements include: