

Contents

1	Introduction	1
1.1	The Marketing Concept	1
1.1.1	From Production Orientation to Marketing Orientation	1
1.1.2	Definitions of the Marketing Concept	4
1.1.3	Features of Marketing	6
1.1.4	Strategic Marketing	8
1.2	The Process of Marketing Planning – An Overview	10
1.2.1	The Marketing Mix	11
1.2.2	The Role of Brands	14
1.2.3	The Process of Marketing Planning and the Structure of this Textbook	16
	References	17
2	The Information Basis of Marketing Planning	19
2.1	General Information Basis of Marketing Planning	19
2.1.1	The Product Lifecycle	19
2.1.2	The Experience Curve	23
2.1.3	Economies of Scale and Economies of Scope	25
2.1.4	Success Factors	28
2.2	Environmental and Industry Analysis	30
2.2.1	Environmental Analysis	31
2.2.2	Industry Analysis	33
2.2.3	Competitive Analysis	37
2.3	Corporate Analysis	39
2.3.1	Strengths and Weaknesses	39
2.3.2	Value Chain Analysis	40
2.4	Market Research and Aspects of Buyer Behaviour	42
	References	47
3	Market-Oriented Corporate Planning	49
3.1	Competition and Competitive Advantages	49

3.1.1	Basic Principles	49
3.1.2	Characteristics of Markets and Resources as the Basis for the Success of a Firm	51
3.1.3	Development and Effects of Competitive Advantages.	54
3.2	Guidelines Derived from Strategic Corporate Planning	57
3.3	Definition of Business and Market Activities	59
3.3.1	Relevant Markets, Market Areas and Market Segments	59
3.3.2	ABELL's Approach for Defining Markets.	61
3.3.3	Strategic Business Units	63
3.3.4	Limits to the Vertical Integration of Companies	65
3.4	Market Selection and Target Portfolio (Where and in Which Direction?) . .	67
3.4.1	From the Current to the Target Portfolio	67
3.4.2	Portfolio Standard Strategies	72
3.5	Fundamental Market Strategy Options (How?)	75
3.5.1	Overview	75
3.5.2	Differentiation	77
3.5.3	Comprehensive Cost Leadership	79
3.5.4	Concentration on Special Segments.	80
3.5.5	Outpacing Strategies	81
3.6	Timing Aspects of Marketing (When?)	82
3.6.1	Early or Late Market Entry	82
3.6.2	Strategic Windows	86
3.7	Corporate Brand Management.	87
3.7.1	Basic Principles	87
3.7.2	Brand Portfolio Management.	88
3.7.3	Brand Architecture.	90
3.7.4	Expansion of Brand Competence via Brand Extension.	92
	References	93
4	Market-oriented Business Unit Planning	97
4.1	Interdependencies Between Corporate Planning, Business Unit Planning and Marketing Mix Planning	97
4.2	Determining the Growth Strategy	100
4.2.1	Overview	100
4.2.2	The Basic Concept of the Task-Oriented Approach.	101
4.2.3	Core Tasks in Marketing	103
4.3	Core Task Profiles	119
4.3.1	Types of Core Task Profiles	120
4.3.2	Competition-Beating Core Task Profiles	123
4.4	Cooperations and Networks.	127
4.5	Positioning	130
4.5.1	Overview	130

4.5.2	Relationship Between Brand Identity and Brand Positioning	132
4.5.3	The Classical Positioning Model	133
4.5.4	Active Positioning	136
4.5.5	Positioning in the Markets of the End Customer and the Intermediary	140
4.5.6	Positioning Strategy on Business Unit Level	142
	References	166
5	Planning the Marketing Mix	171
5.1	Overview: Elements and Effects of the Marketing Mix	171
5.2	Product	175
5.2.1	Functions of Products and Services	175
5.2.2	Structure and Scope of the Product Range or Assortment	177
5.2.3	Decisions on Individual Products and Services	179
5.2.4	Individualisation vs. Standardisation of Products and Services . . .	180
5.3	Price	182
5.3.1	Functions and Mechanisms of Pricing	182
5.3.2	Pricing Goals	183
5.3.3	Price Setting	185
5.3.4	Price Differentiation and Variation	189
5.4	Communication	191
5.4.1	Functions and Instruments of Communication	191
5.4.2	Communication Instruments	194
5.4.3	Integrated Marketing Communication	197
5.5	Distribution	198
5.5.1	Functions and Management of Distribution	198
5.5.2	Distribution Organs	199
5.5.3	Management of Distribution Channels	201
5.6	Planning the Marketing Mix	204
5.6.1	Planning the Marketing Mix as a Complex Decision-Making Problem	204
5.6.2	Problems of Optimising the Marketing Mix	207
5.6.3	Guideline Planning of the Marketing Mix	210
5.6.4	Detailed Planning of the Marketing Mix	216
5.7	Summary	218
	References	218
6	Marketing Implementation and Management Control	223
6.1	Marketing Implementation	223
6.1.1	Characterisation of the Implementation Challenge	223
6.1.2	Marketing Organisation	225
6.1.3	The Marketing Budget	229
6.1.4	Corporate Culture and Employees	232

6.2	Marketing Management Control	234
6.2.1	Marketing Management Control as Quality Assurance for Management.	234
6.2.2	Tasks of Marketing Management Control	234
6.3	The Balanced Scorecard as an Aid for Implementation and Control.	239
	References	243
	Further Readings	245
	Index	247