INDEX

Academia and practice, bridge between managerial implications, 9 - 11practical applications, 9 - 11tension, 7-9 visibility in business curricula, 13–15 Academic proficiency, 97 Accountability, 99 Acculturation, 78 Adaptive sell, 49 American Marketing Association, 3, 8, 11 Applied statistics, 37–38 Appreciation, 81 Aristotle, 71 Asset-based marketing, 102Audience alienation, 90 Authenticity, 74, 96

BCG

growth-share matrix, 21 Behavioural outcomes of organizational motivations, 83–89 Brand achievement, 63 advocacy, 58 associations, 88, 92 association with customer demands, 27–29 authenticity, 96 awareness, 82, 88 community, 37 consciousness, 95 consistency, 108 as consumer-generated asset, 86 energy, 141, 142 equity, 25, 29, 31, 33, 39, 68, 87, 88, 92, 101, 111, 131-133, 142 identity, 24, 91-92, 108image, 88 innovation, 36 knowledge, 39, 88 legitimacy, 105 longevity, 109–110 love, 32, 33, 79 loyalty, 25, 33, 41, 57, 87, 88, 105, 131–133 management, 58, 92

orientation, 110 passion, 96-97 personality, 24, 32 relevance, 39, 108 solution to segments, 51 - 58value, 25, 31, 141, 142 Branding-oriented alternative to marketing mix, 130 - 131Business curricula academia and practice, bridge between, 13 - 15Business cycles, 19, 76, 77, 79 Business practices versus scientific work frameworks, 21-22 growth and stability, 19 - 20macro-economic structure, 15-19 significant implementation, 20 - 21Business research, 37–38 Category management, 58 Cause-related management (CrM), 50 Change management, 66,99 Choice theory, 80 CMO Survey, 100

Cognitive psychology, 81 Collectivism, 70 Comfort zone, 65, 74, 116, 118, 136, 137, 145-147, 160 Commercialization, 94 Commitment, 96 Commodification, 94 Company identity, 95 Competitive advantage, 12, 21, 28, 66, 74, 79, 113, 121, 131, 147 Competitor orientation, 155 Complex adaptive systems, 82 Complexity theory, 82 Connectedness, 140 Consumer creativity, 65 culture theory, 18 demand, 17 focus, 76-83 identity, 95 research, 37-38 welfare, 32, 81 Core product, 61-62 Corporate culture, 65 - 66Corporate social responsibility (CSR), 50 Costs of optimism, 75 Creative marketing concept, 63-65, 69, 74, 107, 146, 148, 160

Creativity, 8-9, 14, 32-34, 39, 42, 51, 54, 56, 58, 65, 67, 73-75, 82, 88, 89, 95-97, 102, 107, 108, 115, 116, 117, 118, 120, 124, 127, 142, 146, 150cognitive, 81 organizational, 141, 160 prediction of, 112–114 sources of, 63-65 Critical marketing, 94–96, 160Critical thinking, 3, 66, 118Cultural change, 157 Cultural improvement, 114 Customer connection, 99 delight, 4, 5, 19–20, 25, 39, 64, 78, 104, 108, 112, 159 dissatisfaction, 64 domination, 94 experience, 31-32 experiences creation, 95 frustration, 109 insight, 99 involvement, 81, 96 loyalty, 71 metrics, 102 resistance, 94 retention, 109 sociology, 154 well-being, 71

Customer-driven culture, 153 - 157Customer orientation, 1-5, 17, 19, 23, 33,41, 43, 64, 66, 67, 70, 74, 78-80, 85, 86, 91, 94, 96, 99-100, 104, 105, 110, 111, 113, 127, 131, 144, 146, 150 - 152, 154 - 155,159 communicating, 104 and stakeholder management, trade-off between, 29-30 Customer-oriented organizations, 81 Customer satisfaction, 108, 109 and job satisfaction, relationship between, 144 Customer, understanding, 23 - 58applied statistics, 37 - 38brand's association with customer demands, 27 - 29brand's solution to segments, 51-58 business research, 37 - 38consumer research, 37 - 38creation, 32-34

customer experience, 31 - 32dedication of organizations, 40 - 41demands, 24–26 identification, 32-34 legislator's promotion of products, 47-51 management of integration, 41-44 management research, 37 - 38marketer's knowledge about customers, 23 - 24marketing research, 37 - 38marketing's integration with operations management, 31 market research, 37 - 38responsibilities of marketing, 44-47 self-understanding of customers, 23-24 significant research, 38 - 40stakeholder management and customer orientation, trade-off between, 29–30 transition between different methods, 41 - 44

value creation and need recognition, relationship between, 34 - 37Decision comfort, 147 Decision confidence, 147 Dedication of organizations, 40-41 Demand management, 31 Demands of customers. 24 - 26brand's association with, 27 - 29Deming Prize Model, 151 Devaluation of life, 94 Differentiation, 24, 25, 52, 105 Disciplined collaboration, 28 Distribution channels, 7, 77 Diversity, 74 Dynamic learning, 125 Econometric elasticity of brands, 102 Economic wealth, 8 Elaboration likelihood model, 132, 135 Employee well-being, 142 - 145Empowerment, 74, 82 Enculturation, 78 Environmental wellness, 8 e-retailing, 149

Ethnocentricity, 77, 79 European Foundation for Quality Management Model, 151 Experience-driven customer-based brand equity, 29, 33 Experiential culture, 79 Experiential marketing, 56 Filtered leaders, 115 Filtered leadership, 115 Fine arts and marketing, relationship between, 89 - 92Firm-specific research, 45 Five-forces model, 21 Focusing on the future, 124 - 126Fragmentation, 32, 52, 55, 57, 69, 77-80 Frameworks, 21–22 Freedom to choose, 32 Goal satisfaction, 74 Green growth, 20 Gross domestic product, 19 Growth, 19-20 Heterogeneity, 39, 52, 55, 66, 68, 148 Human revival, 145–147 Ibero-American Model for Excellence in

Management, 151

Identification, 32–34 Imagination, 55 Incremental innovation, 137 - 138Industry, 17, 27, 44, 55, 64, 67-69, 86, 91, 103, 146, 147, 160 Information economics, 24 In-house competition, 141 - 145Innovation/innovativeness, 8, 24, 25, 67, 89, 102, 106, 109 customer-oriented, 68 fatigue, 123 incremental, as organizational tradition, 137-138 laggards and, 139-140negative effects on, 100 radical, 138 retro, 140 technological, 17 versus tradition, 135 - 137unrelated elements of, 62 - 63Innovator consumers, 25 - 26Institutional research, 83 Interactive-economic schools of marketing, 14 Interactive-noneconomic schools of marketing, 14

Inter-functional coordination, 98 Internationalization, 78

Job satisfaction and customer satisfaction, relationship between, 144 Journal of Service Management, 11

Knowledge acquisition, 28, 119 creation, 28 management, 28 Kotler, Philip, 103

Learned helplessness, 121 Legislator's promotion of products, 47–51 Legitimacy, 83, 84, 86 Logistics, 99

Macro-economic structure business practices *versus* scientific work, 15–19 Macro-level marketing, 17–19 Macro-social marketing, 50 Malcolm Baldrige National Quality Award Model, 151 Management, 103–111 effectiveness, 114–118

of integration, 41-44 research, 37–38 Managerial capabilities, 93 Managerial experience organization reference to, 111 - 118as prediction of future, 93 Managerial fads and fashions, 83-89 Managerial hierarchy, 17 Managerial idiosyncrasies, 93 Managerial immediacies, 91 Managerial implications, 3, 9-11, 21, 70, 81, 129 Managerial performance, 72 Managerial power, 17 Marketer's knowledge about customers, 23 - 24Marketing, 103-111 aesthetics, 90 capabilities, 109 change, and experience, 126 - 128concept, 1, 2, 8, 47, 48, 63-65, 69, 74, 95, 105, 107, 109, 124, 128, 136, 139, 146, 148, 160 concepts to difference cultures, translation of, 158

contribution to organization, 98 - 103decision-making, 99 definition of, 8, 36 departments, 97-98 dominance, 80 education, 65 effectiveness, 104 and fine arts, relationship between, 89-92 integration with operations management, 31 interface, 128, 159, 160 mix, 98, 128-133 orientation, 1-2, 4, 5,58, 79, 89-97 programs, 65 research, 37-38, 65 responsibilities of, 44-47,77 return-on-investment, 100 Market orientation, 1, 16, 18, 79, 99, 110–111 proactive, 18, 110, 148 - 149responsive, 18, 148 - 149Market relevance, 139 Market research, 37–38 Masculinity, 70 Maslow's hierarchy of needs, 32 McKinsey 7S, 21

Meso-level marketing, 17 - 19Methodology, 20, 37–38, 43, 49, 55, 68, 122, 141, 159 Micro-level marketing, 17 - 19Micro-managerial approach, 128-130 Mindfulness, 81–82 Mindset, 102 Mixed methods, 18, 40 Motivation theory, 32 Music, 55-56 Need recognition and value creation, relationship between, 34 - 37Negativity, 73, 74 persistent, 77 Neoinstitutional theory, 83 Neuromarketing, 95 Noninteractive-economic schools of marketing, 14 Noninteractivenoneconomic schools of marketing, 14 1-to-1 marketing, 32, 53 Operations management, 104, 110,

142–145 Organizational alternatives, 66–68

Organizational capabilities, 109 Organizational change, 66 Organizational comfort zones, 145-147 Organizational competencies, 11 Organizational culture, 54 Organizational motivations. behavioural outcomes of, 83-89 Organizational orientation, 71 Organizational performance, 109 Organizational potential, 69 Organizational privacy, 10, 12 - 13Originality, 74 Passion, 96-97 Passive management, 117 Peace Studies, 32–33 Personal potential, organization reference to, 111-118 Persons-organizationsentities divide, 11 - 13Plato, 102 Rhetoric, 103 Platonian virtues, 72 Positioning, 52

Positive marketing theory, 8 Positive psychology, 71 Positivity, 8-9, 71, 74, 75, 111 Post-industry competition, 68-69, 160-161 Power distance, 70 Power relations, 30 Power theory, 98 Practitioner-oriented research, 12 Price perception, 133 Price-quality paradox, 77 Proactive market orientation, 18, 110, 148 - 149Problem-oriented research, 45 Process management, 105 Product concept, 48, 95 Production concept, 94, 95 Production-consumptionproduction cycle, 27 Production management, 31 Productivity, 7–9, 13, 73, 101, 145, 148, 157 Product lifecycle, 41, 52, 53 Product quality, 88, 133, 134Professionalism, 17 Profitability, 57-58 Project management, 65 Promotion, 133–134

Push and pull strategies, 138 - 139Qualitative analysis, 40, 44 Quality evaluation, 108 Quality experience, 108 Quality management, 107, 151Quality production, 108 Quantitative analysis, 40, 42,44 Quasi-empirical approach, 44 Radical innovation, 138 Reactive market orientation, 110 Recruiters background and experience, examination of, 118 - 124Rede Conference (1959), 13 Reductionism, 77 Relationship marketing, 104Relationship selling, 49 Reputation, 84, 86 Resource acquisition, 84 Resource attraction, 98 Responsibilities of marketing, 44–47 Responsive market orientation, 18, 110, 148 - 149

Retro marketing, 140 Return-on-investment, 100 Return-on-marketinginvestment, 100 Revival, 140 human, 145–147 Relationship theory, 18 Sales management, 104 Scientific marketing, 11 Scientific work versus business practices frameworks, 21-22 growth and stability, 19 - 20macro-economic structure, 15-19 significant implementation, 20-21 Segmentation brand's solution to, 51 - 58relevance of, 52-58 Self-evaluation, 113–114 Self-regulation, 82 Self-theory, 86, 90 Self-understanding of customers, 23-24 Selling concept, 138 Service-dominant logic, 18 Skills of marketing, 105 Social identity theory, 95 Stability, 19-20 Stakeholder engagement, 29 Stakeholder management, 104

and customer orientation, trade-off between, 29 - 30Stakeholder marketing, 80, 86, 104, 155 Stakeholder theory, 29,95 State of management, 70 - 76Static learning, 125 Statistical quality control, 107 Stevenson, Robert Louis, 103Strategic marketing, 53, 65 Strategic resource orientation, 110 Strategic thinking, 147 Strategy development, 31, 52 Structural change, 150 - 151

Technology, 149–150 Tension(s) as accelerator of research productivity, 7 civilized, 8–9 creative, 8, 9 of organizational change, 145–152 Theory of engagement, 88 Theory-practice-theory cycle, 10 Time orientation, 101, 124–128 Tovota production system, 21 Tradition versus innovation, 135–137 Transformational issues behavioural outcomes of organizational motivations, 83-89 consumer focus, 76-83 core product, 61–62 corporate culture, 65–66 critical marketing, 94-96 fine arts and marketing, relationship between, 89 - 92managerial experience, as prediction of future, 93 marketing contribution to organization, 98-103 marketing departments, 97 - 98organizational alternatives, 66-67 passion, 96–97 post-industry competition, 68-69 sources of creativity, 63 - 65state of management, 70 - 76unrelated elements of innovation, 62-63 Translation of marketing concepts to difference cultures, 158 Transvection, 110

Tri-component model, 132 involvement-based, 134–135 Two-way symmetric/ asymmetric communication, 12 Uncertainty, 73,

82,93

Unfiltered leadership, 115 Unpredictability, 73

Value creation, 29–30 and need recognition, relationship between, 34–37 Virtuous leadership, 106 visible hand, the, 16, 17