GREWAL / LEVY

Marketing 5e

Marketing 5e

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Dear Professor,

We are delighted to inform you that the 5th edition is now in print. The new edition provides the power of the new **SmartBook** adaptive reading experience, which allows you to engage your students so that they are better prepared when they come to class. With the introduction of the 5th, edition there will be **new Video Cases** and new **iSeeIt! Videos** coming in connect. At the end of this newsletter, we have included a preview of the new material in 5e. If you haven't yet seen the 5e, request a sample from your McGraw-Hill rep or **request it online here**!

We are thrilled to provide the Grewal/Levy newsletter to empower you to provide current, cutting-edge examples of marketing in the classroom.

The newsletter includes abstracts of current articles, notes on the applicable chapters in the textbook, and discussion questions, together with their answers. The newsletter also features current videos. We hope you will find the visual and comprehensive topic coverage useful. The newsletter is also accessible at **grewallevymarketing.com**. We encourage you to tell us how you use the newsletter. Please send your feedback to **mlevy@babson.edu**.

Sincerely,

Dhruv Grewal and Michael Levy

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This newsletter summarizes article abstracts for the following topics:

- ▪ *Videos*
- ▪ **The Varied Promises of the Internet of (Every)Things (Chapter 5)**
- ▪ **What Is Love? Getting Beyond Likes to Ensure True Customer Relationships (Chapter 6, 18)**
- ▪ **Competition Within the Family: How Little Sibling Sam's Club Is Trying to Get Out from the Shadow of Big Sibling Walmart (Chapter 9)**
- ▪ **There Is No Single Best Source for a Good Idea: The Varying Inputs to Fast Food Menus (Chapter 10, 12)**
- ▪ **Does More Information Always Mean Better Marketing? The Social Media Challenge for Marketers (Chapter 3)**
- ▪ **Shaking Up an Industry: The Benefits and Challenges for T-Mobile, Customers, and Competitors (Chapter 12)**
- ▪ **We Need the Annoyance: What a World Without Marketing or Advertising Would Mean (Chapter 1)**
- ▪ *Article/Chapter Index*
- ▪ *Preview of the New Features of 5e*

Videos

"A Stakeholder's Strike"
- The inspirational story of how Market Basket employees and customers came together to insist that their grocery store stayed true to the moral vision of its CEO.
- 8:52 minutes
- Use with Chapter 4, "Marketing Ethics"
- **http://www.nytimes.com/video/business/smallbusiness/100000003868050/a-stakeholders-strike.html?playlistId=1194811622182&region=video-grid&version=video-grid-headline&contentCollection=&contentPlacement=37&module=recent-videos&action=click&pgType=Multimedia&eventName=video-grid-click**

"Muslim Image-Makers, Made in Moscow"
- Is marketing the answer to vast societal challenges? This video describes a unique approach for marketing Muslim-run businesses in Moscow to both Muslim and non-Muslim consumers, while also maintaining their identity and countering religious persecution.
- 12:24 minutes
- Use with Chapters 1, "Overview of Marketing," and 5, " Analyzing the Marketing Environment"
- **http://www.nytimes.com/video/world/europe/100000003811381/muslim-image-makers-made-in-moscow.html?playlistId=100000003592681**

"Ermenegildo Zegna's Threads"
- To truly understand what luxury fabric is, you have to visit it at the factory.
- 1:55 minutes
- Use with Chapter 12, "Developing new Products"
- **http://www.barrons.com/video/ermenegildo-zegna-threads/2333C601-3995-40E5-BA2D-F12A931E375A.html**

Go to top of document

The Varied Promises of the Internet of (Every)Things

M.V Greene, "Drawing a Line on Checkout," *Stores*, August 11, 2015
Use with Chapter 5, "Analyzing the Marketing Environment"

In previous newsletters, we've described how advanced technology might continue to increase the speed at which customers can get through stores and pay for their purchases. For example, we noted that RFID tags embedded in products someday might allow shoppers to walk through a sensor with their purchases and have the charges taken from their account, without ever interacting with an employee or even slowing down their pace. But with all these promises come some threats. Not every customer is interested in so much efficiency. Sometimes they want to chat with sales clerks or take their time. So how are retailers and service providers to know who wants what?

The answer may come from new technologies that allow companies to determine what customers want based on what they select while in the store. These technologies are not focused solely on RFID, though the tags remain important potential elements. But the Internet of Things instead refers to the notion that virtually everything might someday be connected in some way to mobile technologies, which in turn would improve service delivery and marketing capabilities. For example, municipalities might embed garbage cans and recycling containers with Internet connections, which could tell trucks when they needed to empty the containers or which weeks they could skip a particular route.

For grocery stores, Cisco is developing a shelf sensor that allows the retailer to determine the moment at which the supply of milk is getting low. Obviously, that information prompts the grocer to restock. In addition though, when the milk is moving quickly, it tells the store to open more checkout counters. That's because most consumers grab their milk (and ice cream and other frozen product) last, right before they leave, to prevent the perishable items from melting or spoiling in the cart. If lots of people are grabbing milk at the same time, they probably are all about to check out, so opening more lines will be beneficial.

Panera also is working with Cisco to develop an integrated program that allows diners to order in advance and have their take-out meal ready when they arrive. Others, who plan to dine in, might order using an in-store kiosk or a dedicated mobile app. All of these patrons can track the progress of their orders on in-store screens. The various elements also allow people to pay readily and ensure that their orders are prepared correctly.

These benefits largely revolve around efficiency. But in addition, the Internet of Things (or more accurately, according to one observer, the Internet of Everything) can be associated with virtually anything, such as clothing racks in stores. In this case, the racks could alert sales clerks when a shopper has lingered for an extended period of time near a particular rack, encouraging them to head in that direction to offer assistance. Because everything is connected, the sales clerk then could help the customer purchase the items on the spot, walk the customer over to a traditional checkout desk, point the customer to a self-checkout kiosk, or encourage the shopper to walk the purchases through an RFID-enabled exit that would tally the charges automatically.

As this example shows, the promise of the Internet of Things is that it can better allow stores and service providers to give customers the level and type of service they prefer, at the moment they prefer it. That kind of value may prove irresistible to the customers of the near future.

Discussion Question:

1. **How is technology improving customer service in retail stores?**

# What Is Love? Getting Beyond Likes to Ensure True Customer Relationships

Barry Libert, Jerry Wind, and Megan Beck Fenley, "Why Companies Need Their Consumers to 'Love' Them," *Knowledge@Wharton*, August 4, 2015

Use with Chapter 6, "Consumer Behavior," and Chapter 18, "Integrated Marketing Communications"

When your friend gushes, "Oh my gosh, I love my new iPhone more than I love my family," you laugh. The absurdity of the statement is what makes it powerful. But it might be more meaningful than we imagine at first glance. The notion of loving a company is widespread, but some new best practices suggest that this love can go both ways. Maybe your iPhone (or the company that makes it) can love you back.

To introduce this idea, four companies serve as excellent examples: Google, Apple, Facebook, and Amazon, or the GAFA. In all these cases, the companies seek to meet customers everywhere they might appear. Rather than focusing solely, or even primarily, on making a sale, these firms attempt to be a little bit of everything to everyone. Their version of customer relationship management (CRM) therefore is different from traditional versions, because what they are attempting to do is develop a truly loving relationship. In this context, love implies that the company wants what is best for the customer, and vice versa.

Thus, Amazon might encourage sales, but it also supports message boards that enable people to interact and ask questions that have little to do with the items for sale. It also creates markets for smaller firms and sellers, providing the sense of a local interaction, though still with all the benefits of its global scale. The very essence of Facebook seems dedicated to the proposition of enabling people to connect. Accordingly, users check it nearly everyday and get a feeling as if Facebook knows them, their emotions, their nostalgia, and their wants. Google provides information, but it also provides the Chrome browser and the Android operating system as open source offerings.
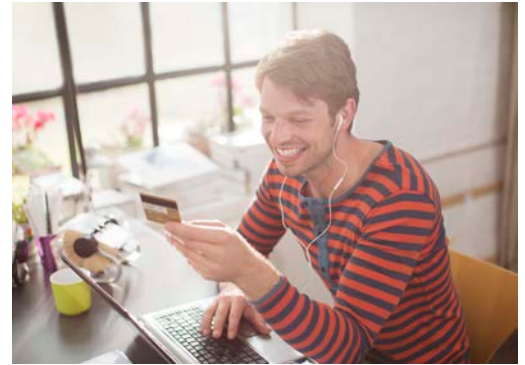
In contrast with the GAFA, most firms remain mostly, if not totally, focused on the bottom line, which is how much revenue they can earn from customers. Even if a firm establishes a presence on social media or engages in some basic CRM, the goal is often to accrue more "Likes" or page views, with the ultimate goal of making more sales. Rather than devoting attention to customers' varied needs—not just consumption but also social, emotional, and moral needs—these firms continue to adopt a transactional approach to marketing and CRM.

A traditional, transactional approach cannot lead to love though, and ultimately, that might be the difference between firms that maintain their success and growth and those that limp along until they disappear. If consumers are faced with a choice between an online retailer that just wants to make a sale and Amazon for example, they are more likely to turn to "their" Amazon, which seemingly knows them, treats them with respect, and helpfully makes recommendations out of consideration of what they might like. That is, they appear not even to think about the choice, because they are completely and unthinkingly loyal to their Amazon, which loves them back.

To achieve loving relationships with their customers, companies might consider a five-factor framework they can use to assess their current status, then PIVOT (see the first letter of each factor in the following list) toward best practices:

1. Pinpoint where the firm is now, by gauging its knowledge of its customers and their views of the firm.
2. Identify where and how customers already contribute to the firm, who they are, and what they are like.
3. Visualize a new business model that encourages and allows customers to participate in creating and sharing all value.
4. Operate by moving resources to support the new business model, while protecting it from the inertia or resistance that might come from the existing, traditional model and operations.
5. Track new metrics to assess the new business model, rather than relying solely on sales or revenue measures, such as the number of interactions with customers or the total value created.

Discussion Questions:

1. **What companies are best at CRM?**
2. **In general, what do they have in common that makes them so good?**
3. **Specifically, what makes these "best" companies so good at CRM?**
4. **Using the steps provided, choose a retailer and develop a plan to make their customers "blindly loyal."**

Competition Within the Family: How Little Sibling Sam's Club Is Trying to Get Out from the Shadow of Big Sibling Walmart

Sarah Nassauer, "Sam's Club Aims to Be Less Like Wal-Mart," *The Wall Street Journal*, August 16, 2015

Use with Chapter 9, "Segmentation, Targeting, and Positioning"

When it first entered the scene, Sam's Club had a specific and focused target market: small businesses that wanted to purchase bulk quantities of products to run their operations. But the popularity of the warehouse club meant that over the years, its customers have grown far more diverse and varied. With these developments, Sam's Club has also become a more competitive entrant in traditional discount retail and grocery markets. Unfortunately though, its competition often comes mainly at the expense of its sibling company Walmart.

Walmart still promises largely the same thing is always has, that is, low prices. Accordingly, it attracts a price-sensitive segment of shoppers who always are seeking the best deal. For a long time, these shoppers also enjoyed Sam's Club, which enabled them to purchase large quantities at a lower price. In some cases though, Sam's Club stocks smaller packages (e.g., a two-pack of toothpaste) that also would appear on Walmart's shelves. Furthermore, Walmart and other large discount retailers increasingly feature larger sized packages of consumer products when they can get deals on them. Thus, the two sibling brands frequently encroach on each other's territory.

In an effort to avoid that sort of competition, Sam's Club is looking to revise its image. Rather than a source of cheap, bulk goods, it wants to move up the ladder to become a semi-exclusive (based on the membership fee) environment where high-end customers come to find reasonable deals on expensive items like televisions or jewelry. To achieve this shift, Sam's Club is expanding the assortment of organic goods it carries, adding more brand name clothing labels, and dedicating a section to sheets with thread counts in the thousands.

In addition to shifting its assortment, Sam's Club plans to leverage new technologies to identify the customers in proximity to its stores, then position those stores accordingly. For example, using ZIP code data, it learned that approximately 150 Sam's Club stores were located in high-income areas, yet high-income shoppers were not visiting those nearby stores. Furthermore, Sam's Club is running tests in a limited number of stores, to see how offerings such as expensive furniture, luxury clothing, and prepared meals fare.

Discussion Questions:

1. **How is Sam's Club positioned relative to Walmart?**
2. **Should Sam's Club attempt to reposition itself? If yes, how?**

There Is No Single Best Source for a Good Idea: The Varying Inputs to Fast Food Menus

Charles Passy, "How Fast Food Chains Cook Up New Menu Items," *The Wall Street Journal*, August 24, 2015

Use with Chapter 10, "Marketing Research," and Chapter 12, "Developing New Products"

The fast food market is huge, but it is also incredibly competitive. New entrants are rapidly expanding the group of quick meal providers. Long-standing brands seek to appeal to expanded consumer targets. All of them are battling for the attention of consumers who are more demanding and savvy. Thus, a key and consistent success factor is the introduction of new products. Even this decades-old industry continues to invest heavily in various types of research and development, seeking new ideas for menu options that will bring diners through their doors.

Some ideas come from the central brand owner. Many chains run vast test kitchens that experiment with various flavors, concepts, and food groups to create potential new offerings. In addition, market researchers observe food trends to assess the likely popularity of various ideas. When it appeared that consumers could not get enough of pretzel rolls, several corporate headquarters introduced new buns and mandated that all their locations carry them. Noting the increasing numbers of vegetarian and vegan eaters, a few chains also have expanded their non-meat offerings.

Many of these chains use a franchise model, which means that many of the new ideas also come to the headquarters from their franchisees. The individual owners might experiment on their own, then bring their idea to the brand owner. Arby's encourages them to do so by hosting an annual contest for the best menu idea introduced by one of its franchise locations. In perhaps the most famous example, the Egg McMuffin was created by a franchisee in the early 1970s. Not only did it go on to great success for McDonald's overall, but it essentially created a new market for sandwich-like breakfast foods.

Yet another source of ideas is customers, of course. Wing Zone holds a contest focused on consumers' ideas, then surveys their reactions. Thus, customers came up with a new Mango Fire flavor wing sauce, then they also recommended making the sauce a little hotter than the initial version that the restaurant introduced.

Regardless of the source of the ideas, before any menu item appears on restaurant boards, it undergoes extensive, in-depth testing. Although some of the procedures vary across chains, virtually all of them rely on in-house testing and tastings, focus groups with consumers, and then limited introductions. For example, many restaurants roll out new ideas first in Orlando, a location that attracts a vast range of diverse tourists and thus might offer insights into what various consumers groups will like.

Yet even these extended idea sourcing and testing tactics cannot always ensure success. Fried mushrooms hit huge for the Captain D's restaurant chain in a few locations, but in others, the fried clam strips remained far more popular. Everyone wants to discover the next Egg McMuffin, but such widely popular ideas remain relatively difficult to find and define.

Discussion Questions:

1. **Why is it so important for restaurants to introduce new products?**
2. **What are the steps involved in finding and introducing a new product to a restaurant's menu?**

Does More Information Always Mean Better Marketing? The Social Media Challenge for Marketers

Peter Schrank, "A Brand New Game: As People Spend More Time of Social Media, Advertisers Are Following Them," *The Economist*, August 29, 2015

Use with Chapter 3, "Social and Mobile Marketing"

Put simply, social media can be great for advertisers. Sites gather vast data that advertisers have never had access to before, allowing them to learn things about consumers and users that are both informative and helpful. But even when they know a lot about potential customers, marketers continue to find it challenging to create appeals that work well and to leverage the information they have in ways that encourage shoppers to purchase from them.

For example, BMW gained in-depth information about visitors to a popular Chinese social media site. Using those data, which included income and prior purchase behaviors, it determined which visitors were likely to be luxury car buyers and targeted advertising at them. That sounds great, except that other visitors, who were not targeted, protested vehemently. By not showing them luxury car ads, they asserted, the car brand and the social media site combined to make them feel like "losers."

To resolve these challenges, some companies focus more specifically on the terms and language that people themselves use in their social media communications. Thus for example, Lowe's mines Facebook data for mentions of various rooms in a house. If a user mentions the bathroom, Lowe's forwards an advertisement for pedestal sinks and towel racks. If another user instead describes hanging out in the back yard, Lowe's likely will provide suggestions for grills and deals on patio furniture.

Another challenge for marketers is determining which social media sites to use, and then defining their distinctive personalities on those sites. Twitter is a popular option for brands that seek to appear clever and a little edgy. Denny's thus was able to enhance its image by tweeting a mild joke at the expense of the latest color in technological gadgetry, noting that its pancakes were "always available in golden." But being edgy can also be risky, raising the potential of offending readers and garnering negative press, especially if the company fails to pay close attention to the meaning of trending hashtags.

As some reports suggest that Twitter's growth is slowing, other options may be gaining in popularity. There is always Facebook, with its unsurpassed user base. In addition, the messaging options available on Snapchat, Kix, and WeChat represent increasingly appealing platforms for marketing communications. The first companies to use these various media effectively for their advertising likely enjoy a powerful first-or early-mover advantage, because they seem creative, and users have not become accustomed to or bored with this type of marketing. As more firms join the messaging though, each social media channel might lose some effectiveness.

Thus, there are no easy answers for marketers today. They have more data than they ever have before, but they still are responsible for finding ways to appeal appropriately to their customers.

Discussion Question:

1. **Consider a social media site that you like and describe how marketers could leverage its traits to listen, analyze, and do in relation to customers and potential customers.**

Shaking Up an Industry: The Benefits and Challenges for T-Mobile, Customers, and Competitors

David Pogue, "How T-Mobile Changed the Wireless Industry—and Our Lives—Forever," *Yahoo Finance*, August 28, 2015

Use with Chapter 12, "Developing New Products"

Just a couple of years ago, T-Mobile ranked pretty low in the wireless market competitive hierarchy, easily outpaced by Verizon, Sprint, and AT&T. But then the upstart company started challenging certain policies that had been standard in the wireless industry: No contracts! No international roaming fees! No data overage fees! Paid early termination fees!

The reactions of competitors were largely skeptical. It seemed unlikely that T-Mobile could maintain sufficient revenues with these policies to be able to remain in business. But consumers, who had long been frustrated with wireless policies that seemed designed to provide value only to service providers, not to them, flocked to T-Mobile. It quickly moved up in that competitive hierarchy. Thus, its competitors could no longer ignore what it was doing, or what customers were demonstrating they wanted when they switched to it.

In response, each of the three big names have adopted some of T-Mobile's policies. For example, Verizon also has eliminated contracts, AT&T offers some no-contract plans, and Sprint plans to eliminate contracts soon. All of the providers are experimenting with more frequent device upgrades, and they are adjusting the rate plans for international calling.

For consumers, these changes seem positive. Getting rid of two-year contracts has few downsides for users, even if they don't take advantage of their opportunity to switch to a different provider. But for T-Mobile, the situation is both an opportunity and a threat. That is, it has gained a reputation for being disruptive and innovative, which is appealing to mobile users who appreciate its policies. In this sense, it is often the first mover, and it enjoys the associated advantages.

Those strategies have proved so popular though that Sprint, AT&T, and Verizon continue to mimic the policies that T-Mobile initiated. As this process continues, those brand promises and features that have set T-Mobile apart and enabled it to distinguish itself start to disappear. According to T-Mobile's CEO John Legere, the company is happy to see these developments, because getting rid of "user-hostile" policies is the right thing to do. But in the long run, if no one has such hostile policies, what makes T-Mobile any different from all the others?

Discussion Question:

1. **Should T-Mobile continue to introduce unconventional user policies? Why or why not?**

We Need the Annoyance: What a World Without Marketing or Advertising Would Mean

Simon Dumenco, "Ad Age Imagines a World Without Ads—And It's Not Cheap," *Advertising Age*, September 28, 2015

Use with Chapter 1, "Overview of Marketing"

Consumers like to complain about advertising. It interrupts television shows, delays the start of movies, clutters the landscape, and overwhelms social and online media. In response, various options have emerged to limit the ways and places marketers can reach consumers, from do not call lists, to paid subscriptions for services like Pandora that eliminate ads, to Apple's decision to support apps designed to block advertising in its latest operating system. All of these initiatives have been met with praise, but what would happen if we took them to the extreme? What would the world look like if marketing and advertising just, poof, went away?

According to a hypothetical thought experiment by writers at *Advertising Age*, the first effect would be a massive hit to the economy. Marketers and advertisers spend about $189 billion in the United States and $592 billion worldwide. Without such spending, and the marketing jobs associated with it, the global economy would plummet.

In these dire straits, consumers would suffer too, in the form of higher prices for, well, everything. But *Advertising Age* focused its analysis specifically on digital offerings. Want to get the news? At the moment, because it earns advertising revenues too, *The New York Times* charges $195 annually for an online subscription. Assuming all ad revenue disappeared, that price would jump to about $335 per year, just for the online version.

Similarly, access to televised entertainment would cost more, but the offerings likely would diminish. In a setting without any advertising, each channel would charge a fee. Using the existing fees charged by services such as HBO and Hulu for ad-free viewing, the estimates suggest that consumers would wind up paying around $1200 per year to access about a dozen channels each. Some currently available channels that appeal to relatively small, niche audiences likely would not be able to survive though, so the options would shrink overall.

For online fun, *Advertising Age* predicts a shrinking offering too. Because Facebook is so widespread and popular, it likely could make up for any lost advertising revenues by charging users just about $12 per year, and most users likely would be willing to pay that rate. However, the charges would severely limit Facebook's spread into less developed nations, where $12 is more than many people earn in a fortnight. Other sites, such as Buzzfeed, would likely disappear altogether. Although it can be a fun distraction to click on the stories, people are unlikely to spend much for the ability to see a list of the latest celebrity makeup disasters.

Discussion Question:
1. **What are some other outcomes you could imagine for a world without marketing and advertising?**

Article / Chapter Index

Articles	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
The Varied Promises of the Internet of (Every)Things					X															
What Is Love? Getting Beyond Likes to Ensure True Customer Relationships						X												X		
Competition Within the Family: How Little Sibling Sam's Club Is Trying to Get Out from the Shadow of Big Sibling Walmart									X											
There Is No Single Best Source for a Good Idea: The Varying Inputs to Fast Food Menus										X		X								
Does More Information Always Mean Better Marketing? The Social Media Challenge for Marketers			X																	
Shaking Up an Industry: The Benefits and Challenges for T-Mobile, Customers, and Competitors												X								
We Need the Annoyance: What a World Without Marketing or Advertising Would Mean	X																			
Videos																				
A Stakeholder's Strike				X																
Muslim Image-Makers, Made in Moscow	X				X															
Ermenegildo Zegna's Threads												X								

What's new in 5e

Chapter 1: <u>Overview of Marketing</u>, starts with a discussion of Starbucks' success and the role of marketing in it. There is a new Superior Service box on how the Sol Wave House is incorporating twitter to enhance customers' experience there. A new Social and Mobile Marketing box that discusses how companies are partnering with social media sites such as Twitter and Facebook appears in this chapter. There is a new Adding Value on new innovations in the "smart" market. Also, a new Ethical and Societal Dilemma box on how firms are using the location technology in smartphones has been added. Finally, we conclude with a new case study highlighting Starbucks' growth strategy, a nice tie-back to the opener and the cover concept.

Chapter 2: <u>Developing Marketing Strategies and a Marketing Plan</u>, begins with a comparison between Nike vs. adidas that weaves throughout the chapter. We introduce a new Adding Value box highlighting how online retail meets brick and mortar: Tesco's HomePlus virtual stores. There is a new Ethical and Societal Dilemma addressing the safety concerns for factory workers in the garment industry. Finally, a new case study highlighting the yogurt wars—Pinkberry versus Red Mango—closes this chapter.

Chapter 3: <u>Social and Mobile Marketing</u>, starts by highlighting the success Gatorade has experienced with its innovative Social Media Mission Control Center. We introduce a new 4E framework visual in Exhibit 3.1. There is a new Social and Mobile Marketing box on how Lexus and Jimmy Fallon launched an original campaign that engaged viewers via social media. Exhibit 3.2 uses new examples to illustrate different social media campaigns. We introduced a description of Instagram in the Media-Sharing Sites section. The Going Mobile and Social section was redesigned to describe the seven primary motivations for mobile app usage (Exhibit 3.4) and the different App pricing models. A new Exhibit 3.5 illustrates Apple App Store revenue by app category pricing models. We conclude this chapter with a new case study: Images, Sales, and Brands: How Red Bull Uses Various Social Media Techniques to Achieve All Its Objectives.

We start **Chapter 4:** <u>Marketing Ethics</u>, by highlighting ethical concerns with computer cookies used by marketers to track customers' web activity. Exhibit 4.5 highlights the CRS programs for 10 major companies. We end the chapter with a new case study examining the ethical concerns related to new technologies designed for young children.

Chapter 5: <u>Analyzing the Marketing Environment,</u> begins with a discussion of a how hotels are responding to new customer needs—for example, by offering increasingly extensive accommodations for pets. A new Social and Mobile Marketing box discusses the discrepancies between where marketers are devoting their media budget and what types of media Millennials actually interact with. A new Adding Value box pertaining to how marketers successfully and unsuccessfully use gender-based marketing strategies has been added. There is also a new Adding Value box discussing a recent trend in grocery stores to have in-house dietitians highlight healthy food options. A new Ethical and Social Dilemma box pertaining to the use of palm oil in General Mills' products has been added. A new Social & Mobile Marketing box on the 2014 Consumer Electronics Show (CES) is also presented.

Chapter 6: <u>Consumer Behavior</u>, begins with discussing Google Glasses and other wearable technologies. The following new boxes are added: Ethical and Societal Dilemma on how Google is punishing companies that use questionable techniques to improve their search engine optimization; Social and Mobile Marketing on the new health-related apps; Superior Service on the success of H-E-B supermarkets; and another new Social and Mobile Marketing box on how Sephora implements cross-channel marketing.

Chapter 7: Business-to-Business Marketing, starts with an interesting discussion on how 3D printing could potentially change B2B marketing. A new Superior Service on applications of IBM's Watson computer was added. The chapter ends with a new case study on how Levi Strauss & Co. buys materials to manufacture jeans.

Chapter 8: Global Marketing, has a new opener highlighting Coca-Cola's efforts to expand its market share in India. The Choosing a Global Marketing Strategy section has been restructured around the three primary strategies companies employ. New boxes include an Ethical and Societal Dilemma about how Chinese regulations have changed car-buying trends; a Social and Mobile Marketing box that compares and contrasts Facebook's strategies for entering Brazil and China; an Adding Value box examining Starbucks' entrance into the Indian market; another Adding Value box contrasting Ford's and Chevy's strategies to bring their American muscle cars into the global market; and a Superior Service describing the success of Alibaba. Finally, there is a new case study at the conclusion of this chapter that highlights the globalization of McDonald's.

Chapter 9, Segmentation, Marketing, and Positioning, opens with how Netflix targeted different segments in regards to its new original shows. New boxes include a Social and Mobile Marketing box highlighting Facebook's struggle to remain relevant while gaining popularity among an older audience; a Superior Service on how airline companies are using the data they collect to improve customer experiences; an Ethical and Societal Dilemma box discussing the ethical issues regarding loyalty programs; an Adding Value examining the cancellation of the show Longmire; and another new Adding Value box discussing Self magazine's repositioning strategy.

Chapter 10: Marketing Research, begins with a discussion about the marketing research Disney undertakes to better serve its customers. The Internal Secondary Data section now includes information regarding big data. There are several new boxes including a Superior Service examining the pros and cons of McDonald's extending its breakfast hours; a Social and Mobile Marketing highlighting the diffi culties Nielsen is facing because of new trends in television watching behavior; another Superior Service illustrating the accuracy of Google Analytics in regard to the success of movies; and a new Ethical and Societal Dilemma discussing the ethical concerns surrounding the use of mannequins equipped with recording tools.

Chapter 11: Product, Branding, and Packaging Decisions, begins with a new opener on Red Bull's branding strategy. A new Ethical and Societal Dilemma box about Coca-Cola's promise to stop advertising to children has been added. This chapter also includes a new Adding Value box regarding American Airlines' rebranding strategy.

Chapter 12: Developing New Products, begins with another discussion of the applications of 3D printing, this time in regard to the development of innovative new products across various industries. The chapter concludes with a new case study analyzing the launch of Google Glass.

Chapter 13: Services: The Intangible Products, includes an opening vignette that describes how companies like Samsung and Seamless food delivery service are using Twitter to provide excellent customer service. A new Social and Mobile Marketing box discusses how American Express connects its customers with deals via its Twitter account and TripAdvisor.

Chapter 14: Pricing Concepts for Establishing Value, describes pricing concepts using new examples from Procter & Gamble (opening vignette) and Disney and Universal theme parks (Superior Service box). The influence of the Internet and economic factors on pricing are now integrated throughout the chapter and book. The chapter ends with a new case study on Planet Fitness.

Chapter 15: Strategic Pricing Methods, opens with an examination of McDonald's unsuccessful launch of its Mighty Wing product line and the general effect that McDonald's has on market prices. New examples in this chapter include an Adding Value box describing how various companies are changing the meaning of value options to refer to the benefits they offer; another Adding Value box discussing Walmart's expansion into the organic food market; and a new Ethical and Societal Dilemma box highlighting instances of price fixing in the candy industry.

Chapter 16: Supply Chain and Channel Management, opens with a new vignette highlighting how exceptional channel and supply chain management has contributed to Amazon's success. The different bases of channel power are illustrated in a new exhibit. There is a new Superior Service box about the different strategies Amazon and Walmart are using to win the same-day grocery delivery market.

Chapter 17: Retailing and Omnichannel Marketing, begins with a discussion of how the implementation of omnichannel marketing has aided the success of H&M's flagship Times Square location. Other new examples include a Superior Service box about Trader Joe's; an Adding Value box highlighting the myWeeklyAd service offered to CVS ExtraCare members; and a Social and Mobile Marketing box detailing how Home Depot is improving customer experiences with modern technology.

Chapter 18: Integrated Marketing Communications, discusses the concepts that are important to consider regarding integrated marketing communications (IMC). A new Adding Value box appears highlighting the unique aspects of Jeep's celebrity endorsement strategy. There is a new Social and Mobile Marketing box examining how Google is using a combination of nostalgia and modern technology to promote various companies including Coca-Cola. Finally, there is a new case study accentuating Volvo's IMC strategy.

Chapter 19: Advertising, Public Relations, and Sales Promotions, starts with examinations of Chipotle's "Food with Integrity" and "Cultivating Thought" campaigns. There is a new Social and Mobile Marketing box on Twitter's advertising formats and future plans.

Chapter 20: Personal Selling and Sales Management, begins with a description of how the Boeing Companies' personal selling approach has engaged clients and made Boeing the top-ranking airline manufacturer. The chapter includes two new boxes, a Superior Service box on the cloud-based CRM system provided by Salseforce.com, and an Ethical & Societal Dilemma box analyzing the implications of realtors becoming reality TV stars.