

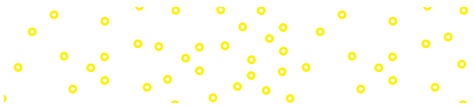
SIXTEENTH EDITION

MARKETING

Roger A. Kerin
Steven W. Hartley



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MARKETING

Sixteenth Edition

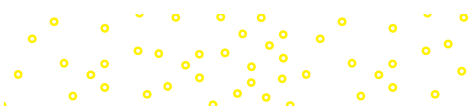
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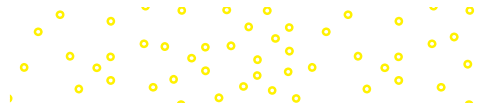
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MARKETING

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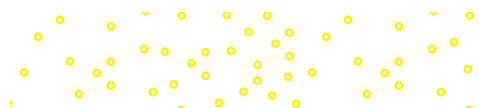
ISBN 978-1-265-11194-6

MHID 1-265-11194-4

Cover Image: *mbbirdy/Getty Images*

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WELCOME FROM THE AUTHORS!

The National Association of Colleges and Employers recently reported that college student hiring has rebounded from reductions experienced during the pandemic. The reopening of businesses, vaccine distribution, and new types of jobs are all contributing to a strong recovery. Many of the new jobs are in marketing, including digital interface manager, Internet sales representative, and customer communication specialist. In addition, pre-pandemic marketing jobs such as brand ambassador, content strategist, event coordinator, marketing analytics manager, and social media manager are also growing. The most recent CMO Survey reported that 72 percent of companies saw increasing importance in the role of marketing. The growth of marketing reflects 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!

Many of the changes in the marketplace are the result of the pandemic, of course. Delivery services, curbside pickup, and touchless payment are just a few of the obvious pandemic-generated changes marketers have adopted. The integration of many new technologies, consumer interests, and social trends was already under way, but it accelerated during the pandemic. For example, artificial intelligence, consumer demands for environmentally friendly products, and the growing interest in diversity, equity, and inclusion are all becoming integral elements of the practice of marketing. To help you see the links these trends have 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 business model, Chipotle's "food with integrity" approach to business, IBM's "Let's Put Smart To Work" strategy, the Minnesota Lynx efforts to build a team brand and be a vehicle for social change, and Toyota's hydrogen fuel-cell vehicle, the Mirai. In addition, we have brought into the discussion many of the most popular marketing tools available to practitioners, including net promoter scores, customer lifetime value, and blue ocean strategy analysis.

The dynamic nature of the marketing discipline necessitates equally dynamic learning resources, so we have focused on ensuring that our textbook provides the most insightful and comprehensive coverage of the marketplace today. We have included many features that reflect the dramatic changes in student learning styles, from traditional observational styles to contemporary collaborative styles. 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 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, LearnSmart, and SmartBook 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.

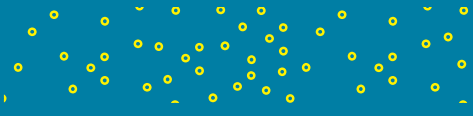
Through the previous 15 U.S. editions—and 20 international editions in 12 languages—we have been gratified by the enthusiastic feedback we have received from students and instructors. We are very excited to have this opportunity to share our passion for this exciting discipline with you today. Welcome to the 16th edition of *Marketing*!

Roger A. Kerin
Steven W. Hartley

PREFACE

Marketing utilizes a unique, innovative, and effective pedagogical approach developed by the authors through the integration of their combined classroom, college, and university experiences. The elements of this approach have been the foundation for each edition of *Marketing* as they have evolved and adapted to changes in student learning styles, the growth of the marketing discipline, and the development of new instructional technologies, and they serve as the core of the 16th edition of the text and its supplements. The distinctive features of our approach are illustrated below:





The goal of the 16th edition of *Marketing* is to create an exceptional learning experience for today's students and instructors of marketing. The development of the new edition 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*—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*:

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 (www.kerinmarketing.com). Students can access recent articles about marketing and post comments for other students.

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.

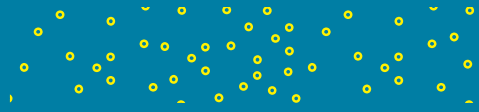
LEADERSHIP

The popularity of *Marketing* 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* 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 illustrate how *Marketing* is a leader in the discipline include:

Chapter 20: Using Social Media and Mobile Marketing to Connect with Consumers.

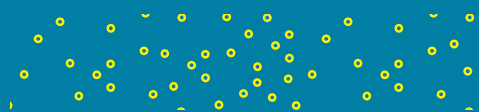
Marketing features a dedicated and up-to-date chapter on social media and mobile marketing. This new environment is rapidly changing and constantly growing. The authors cover the building blocks of social media and mobile marketing and provide thorough, relevant content and examples. The authors describe major social media platforms like Facebook, Instagram, Twitter, YouTube, Pinterest, and LinkedIn. They explain how managers and companies can use those platforms for marketing purposes, including influencer marketing, and highlight user privacy issues with each platform. Chapter 20 also includes a new section titled Social Media Marketing Programs and Customer Engagement that describes criteria for selecting social media platforms and social media content, how social media can produce sales, and methods of measuring a company's success with social media and mobile marketing. This chapter is an example of one of many ways *Marketing* 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 15 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 scores (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 text's Applying Marketing Metrics 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. 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 issues in the chapter. New cases such as Bombas, Mary Kay China, Minnesota Lynx, Poshmark, Chipotle, and Ford Mach-E, and recent cases such as Fallon Worldwide, Body Glove, and Cascade Maverik 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'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, hyperlinked PowerPoint slides, and an online blog augment the McGraw Hill Education online innovations such as Connect, LearnSmart, and SmartBook.

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!* These links bring the text to life with ads and videos about products and companies that are discussed in the text. These 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.

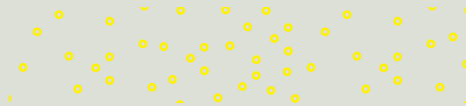
Online Blog. Visit www.kerinmarketing.com to participate in *Marketing's* online blog discussion.

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* Test Bank reflects more than two decades of innovations. The Test Bank also includes “visual test questions” in each chapter to reward students who make an effort to understand key graphs, tables, and images in the chapter.



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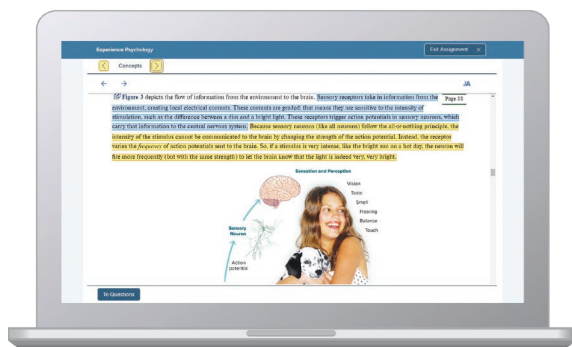


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Solutions for your challenges



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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Students: Get Learning that Fits You

Effective tools for efficient studying

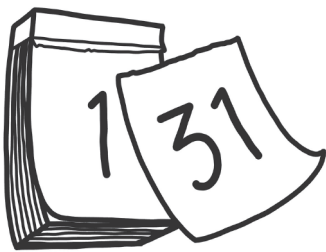
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"I really liked this app—it made it easy to study when you don't have your textbook in front of you."

- Jordan Cunningham,
Eastern Washington University



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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
Higher Order Thinking Skills	CREATE							✓
	EVALUATE						✓	✓
	ANALYZE			✓	✓	✓	✓	✓
	APPLY	✓	✓	✓	✓	✓	✓	✓
	UNDERSTAND	✓	✓	✓	✓	✓	✓	✓
Lower Order Thinking Skills	REMEMBER	✓	✓	✓	✓	✓	✓	✓

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

This edition has been updated with a variety of new features, examples, and discussions that address key topics such as social responsibility in marketing, pandemic and post-pandemic marketing and customer experience implications, purpose-driven marketing and the customer value proposition, and technology.

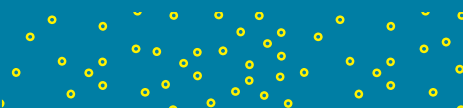
For example, six new, timely, interesting and relevant end-of-chapter cases and videos that address topics such as social missions, marketing in China, social change, new marketplace technology, integrity-based business models, and sustainability have been added. In addition, *Marketing 16e* has expanded its coverage of social responsibility and sustainability topics such as as privacy, social entrepreneurship, diversity, equity, inclusion, and environmental impact. Many marketplace changes related to the pandemic such as curbside pickup, touchless payment, and delivery have been integrated, and many examples of the growing trend toward purpose-driven brands such as Bombas and Chipotle have been added. And, this edition has expanded the discussion of the many applications and implications of new and emerging technologies.

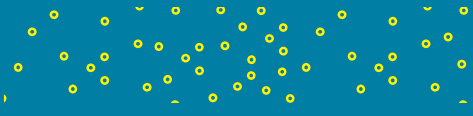
Chapter 1: New Bombas Chapter Opener and Video Case, New Robotics Example, and New Material on Facebook's Privacy Concerns. Chapter 1 now begins with a discussion of Bombas and its founders David Heath and Randy Goldberg. The company's social mission to give away millions of socks to homeless shelters and its buy-one-give-one model are presented. Discussion of Elon Musk's new businesses such as the Hyperloop, OpenAI, Neuralink, and The Boring Company in the Marketing and Your Career section has been updated. Technological breakthroughs such as personal robots are discussed as possible influences on environmental forces. New discussion of Facebook's efforts to address privacy concerns has been added. The chapter ends with a new video case about Bombas and its successful marketing program.

Chapter 2: Updated Chapter Opening Example, Addition of a New Example of Social Entrepreneurship, an Updated Application of Business Portfolio

Analysis, and New Extended Coverage of Consumer Value Propositions. The Chapter 2 opening example has been updated to discuss the growing interest in social, economic, and environmental changes that will make the world a better place. The social entrepreneur venture Recidiviz has been added to the *Forbes 30 Under 30: Social Entrepreneurs* discussion in the Making Responsible Decisions box. The discussion of business definitions and business models now describes how Uber has added Uber Health to its portfolio of offerings. The concept of key performance indicators (KPIs) has been added to the Goals or Objectives discussion. 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. New discussion of the value of customer experiences has been added, including a new figure (Figure 2-8) showing the value placed on different types of consumer experiences.

Chapter 3: Update of Facebook's Response to the Changing Marketing Environment, Update of New Trends in Marketing, and Updated Discussion of 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 increasing focus on meaning and purpose in business, the shift to subscription-based business models, the decline in the use of cookies, the digital transformation of many businesses, and the changing regulatory environment in industries such as ride sharing, cannabis, and health care has been expanded. Discussion of *Ad Age's* Multicultural Agency of the Year, Nimbus, and its advertising campaign for Papa John's Pizza has been added. A discussion of new trends in technology, such as 3D printing, cryptocurrency, and autonomous vehicles, has also been added. The Competitive Forces discussion now reflects the merger of T-Mobile and Sprint to create a three-carrier oligopoly in the wireless telephone industry.





Chapter 4: Updated Chapter Opening Example, Expanded Descriptions of Consumer Ethics, Sustainable Marketing, and Sustainable Consumption, and New Discussion on Diversity, Equity, and Inclusion. The chapter opening example has been updated to include social media campaigns such as the “Drink Wiser” campaign. The issue of robocalls is added to the discussion in the Ethics of Exchange section. In addition, the chapter ends with a completely new discussion of diversity, equity, and inclusion initiatives as part of companies’ sustainable development programs.

Chapter 5: Updated Chapter Opening Example about New-Car-Buying Decisions, an Expanded Discussion of Impulse Buying Online, and an Update of the Section on Asian American Buying Patterns. The chapter opening example has been updated to reflect the pivotal role of women in the conversion from internal combustion engines to all-electric powered cars. The discussion of situation effects on the purchase process has been expanded to highlight impulse buying online and during natural disasters such as the COVID-19 pandemic. In addition the Asian American Buying Patterns section has been updated to reflect this group’s growing economic influence.

Chapter 6: Updated Discussion of Organizational Buying Objectives to Include Diversity and Inclusion Considerations, and a New Example of Super-computer Purchase in the Buyer–Seller Relationships and Supply Partnerships section. The description of organizational buying objectives has been updated to include Target’s commitment to spend more than \$2 billion with Black-owned advertising agencies and vendors. In addition, the U.S. Department of Energy’s purchase of an AMD supercomputer has been added to the Buyer–Seller Relationships discussion.

Chapter 7: Inclusion of a New Video Case Featuring the Recent Brand Building Program by Mary Kay, Inc., in China, and a New Section Covering the Regional Comprehensive Economic Partnership. The discussion on the economic integration among countries has been expanded to include a section on the

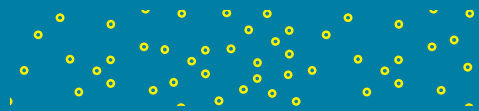
Regional Comprehensive Economic Partnership (RCEP) consisting of 15 Asian and Pacific countries. The chapter now ends with a new video case on Mary Kay’s launch of Pink Young in China. The case covers Mary Kay’s global market-entry strategy and its product and promotion programs.

Chapter 8: 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 *Black Widow*, *Harley Quinn: Birds of Prey*, and *Toy Story*. 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 Fuel Cell Rebel as an example.

Chapter 9: Update of Zappos’s Use of Segmentation, New Examples, and New Simmons National Consumer Survey Data. The chapter opening example has been updated to describe how Zappos uses behavioral segmentation, and to show examples of its new single shoe and mixed-size offerings. The Patronage of Fast-Food Restaurants section offers updated Simmons National Consumer Survey data.

Chapter 10: New Discussion of Data Analytics and an Expanded Discussion of Open versus Closed Innovation in the New-Product Development Process. The Stage 4: Business Analysis section has new discussion about big data, analytics, and artificial intelligence technologies. The new-product development process is expanded by comparing the open versus closed innovation process at PepsiCo and Apple, respectively.

Chapter 11: The Latest Brand Extension for Gatorade, an Expanded Example of the Product Life Cycle for Fashion Products, New Brand Equity Discussion, New Material on Brand Purpose in Brand



Equity Development, and New Packaging Examples. The Chapter 11 discussion of Gatorade in the chapter opener now includes material on Gatorade's new Gx Sweat Patch and App. An expanded discussion of the product life cycle for a fashion product now includes the rebirth of Crocs as an example. Coca-Cola's introduction of Coca-Cola Energy is presented as a failed example in the brand extension discussion. The latest thinking on brand purpose in brand equity development is introduced and illustrated by Nike and Patagonia examples.

Chapter 12: New Video Case Featuring the Minnesota Lynx, New Discussion of Airbnb's Response to the Pandemic, New Loyalty Program Discussion, New Services Examples, and New Advertisements. Discussion of Airbnb's response to the pandemic through an emphasis on close family-friendly destinations, services such as Online Experiences, and its "Made Possible by Hosts" advertising campaign have been added to the chapter opener. Discussion of loyalty program member expectations and new service example, Amazon Fresh, have been added. The Services in the Future section now includes a discussion of the Samsung Smart Trainer, which uses motion-detecting AI to improve workouts. In addition, new advertisements from Delta Air Lines, Merrill Lynch, the United Way, the American Red Cross, the United States Postal Service, Reputation Defender, Accenture, Amazon Fresh, and Samsung Smart Trainer have been added. The chapter ends with a new video case about the WNBA's Minnesota Lynx and its use of marketing to build a team brand and to facilitate being a vehicle for social change.

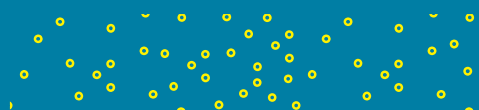
Chapter 13: Updated Chapter Opening Example, Update of the Bugatti Chiron Pricing Example, Expanded Discussion of Survival as a Pricing Objective, New Discussion of the Impact of the Pandemic on the Frozen Pizza Demand Curve, and New Discussion of the Profit Impact of Price Changes. The chapter opening example has been updated to include VIZIO's introduction of its first OLED TV. The example of the calculation of a final price for a Bugatti Chiron, with a Mini-Cooper trade-in, has been updated. The discussion of survival as a pricing objective has

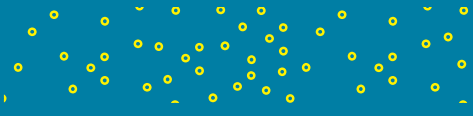
been expanded to include the influence of the pandemic. The impact of the coronavirus pandemic on frozen pizza demand has been added to the discussion of a shift in the demand curve. In addition, a new discussion highlighting how price changes affect profitability adds rigor to the understanding of the effect of raising and reducing prices and price elasticity of demand.

Chapter 14: Updated Description of Demand-Oriented Pricing for Microsoft's Xbox Series X Video Game Console versus Sony's PlayStation 5 and Amazon. The rationale behind the demand-oriented pricing strategies used by Microsoft's Xbox Series X and Sony's PlayStation 5 in the game console market has been updated to reflect changes in the competitive environment. The odd-even pricing description is expanded to include a discussion of the left-digit bias common in price perceptions.

Chapter 15: Updated Chapter Opening Example, Expanded Section on Direct to Consumer Marketing, and New Example in Buyer Requirements Section. The chapter opening example has been updated to include Eddie Bauer's expanded multichannel strategy by selling through Kohl's department stores. The popularity of direct to consumer marketing now includes examples of PepsiCo and Heinz selling through Snacks.com and Heinz to Home, respectively. The discussion of the influence of buyer requirements in channel selection has been expanded to include the incentives General Motors is offering dealerships to add charging stations for electric vehicles.

Chapter 16: Updated Chapter Opening Example about Malls Reinventing Themselves, Update of the Top Franchises, New Discussion about Safety and Convenience in the Current Trends in Retailing Section. Chapter 16 opens with a description of the changes malls have undertaken in response to new shopping behaviors that resulted from the COVID-19 pandemic. A discussion of the growing importance of speed, convenience, touchless technology, and safety as retailers responded to the coronavirus pandemic has been added.





Chapter 17: New Video Case Featuring Poshmark, Updated Discussion of the Balance between the Traditional Marketplace and the Digital Marketplace, Update of Product Classes Purchased Online following the Growth of E-commerce, and Changes in the Use of Third-Party Cookies. The Marketing Challenges in Two Environments discussion has been expanded to describe the growth of physical showrooms and their use by digital natives. The product categories purchased online have been updated to include the seven categories that account for 90 percent of online purchases brought about by the pandemic. The Why Consumers Shop and Buy Online section has been expanded to describe the elimination of third-party cookies from popular browsers. Chapter 17 ends with a new video case on Poshmark, an online platform that offers a “completely new way to shop.”

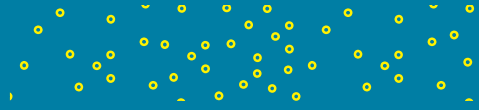
Chapter 18: New Video Case Featuring Chipotle Mexican Grill, Updated Chapter Opening Example Featuring the Taco Bell “Taco Moon” Campaign, New Advertisements, New Discussion of the Media Agency of the Year, and Addition of Opt-In Approaches to Direct Marketing Discussion. The chapter opening example has been completely updated to reflect Taco Bell’s recent IMC activities. The company’s “Taco Moon” campaign promotions in Guatemala, India, the UK, Australia, and Puerto Rico are all discussed. New advertisements include examples from The North Face, Oculus, Pepsi/Doritos, and T-Mobile. The IMC program used to promote the movie *No Time To Die* has been added to the Scheduling the Promotion section. The work of *Ad Age*’s Media Agency of the Year, Initiative, is discussed. The chapter ends with a new video case titled Chipotle Mexican Grill: Where IMC Helps Deliver Food “For Real” that describes Chipotle’s “food with integrity” business model and its many IMC activities.

Chapter 19: New Chapter Opening Example about Advertising without Cookies and to Smart Audiences, Inclusion of Message Creativity in Content Creation, New Advertisements, New Discussion of the Advertising Agency of the Year, and Updated Examples of Sales Promotions. Google’s decision to stop using

cookies to track web browsing is discussed in the chapter opening example. Examples of new approaches to ensure that consumers see relevant advertising are presented. New advertising examples from Lexus, Microsoft, Floras & Bouquets, IBM, KPMG, Milk Life, the U.S. Army, Under Armour, Rocket Mortgage, the World Health Organization, bebe, Liberty Mutual, and Chase and new sales promotion examples from the Food Network, Ben & Jerry’s, and Starbucks have been added. The Message Content and Creativity section now includes a discussion of advertising creativity dimensions such as originality and appropriateness. The chapter also includes new discussion of *Ad Age*’s Agency of the Year—Droga5. In addition, new sales promotion examples such as Food Network’s Blended Burger Contest, and Tabasco, Sony, and Barnum’s product placements in *Captain Marvel* are discussed.

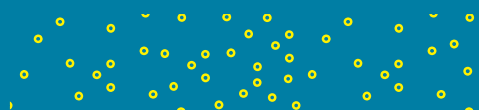
Chapter 20: Updated Chapter Opening Example about Connected Cars, New Section on the Growth of Influencer Marketing, and New Sections on the Emergence of Social Shopping and Social Media Privacy. The chapter opening example has been updated to reflect the growth of connected cars which can serve as transportation, entertainment centers, workplaces, and often as dining spaces! In addition, a new section titled Social Media and Influencer Marketing addresses the role and growth of social media influencers. Another section titled Social Media and Social Shopping introduces social proof as a concept that explains how customers are influenced by their peers’ purchases and recommendations online. The section A Look at Six Prominent Social Media has been expanded to include Instagram and Pinterest, privacy issues in social media, and scheduling social media posts for improved customer engagement.

Chapter 21: New Discussion of Sales Enablement, and Updated Marketing Automation Discussion Now Includes Artificial Intelligence. A new section titled Sales Enablement discusses the process of providing a sales organization with the information, content, and tools that help salespeople sell more effectively. In addition, the Marketing Automation section discusses the growth of artificial intelligence applications.



Chapter 22: New Video Case Featuring the Ford Motor Company, Update of Chapter Opening Example Discusses the General Mills “Accelerate” Strategy, New Example of Differentiation Focus Strategy, and Updated Example of Starbucks in the Marketing Evaluation Section. The chapter opening example has been updated to include the General Mills “Accelerate” strategy, and examples of several of its new products such as Epic performance bars and ready-to-eat Soft Baked Cookies. In addition, Bombas has been added as an example of a

company using a differentiation focus strategy. The discussion of actual results exceeding goals includes Starbucks’s marketing actions to introduce new flavors such as Mocha Cookie Crumble, open its largest Reserve Roastery store in Malaysia, test reusable cups, and build 20,000 additional stores by 2030. The chapter features a new case titled Ford Motor Company: Applying the Strategic Marketing Process to Build a Better World, which describes the strategic marketing process at Ford and its application to the introduction of the Mustang Mach-E.



INSTRUCTOR RESOURCES



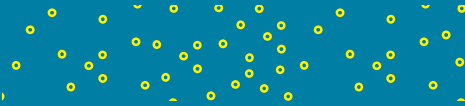
Test Builder in Connect

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.

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Practice

MARKETING

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.



Practice

MARKETING

Application-Based Activities/Marketing Mini Sims

Application-Based Activities (ABAs) are highly interactive activities that immerse students in real-world business environments. Placed in the role of a marketing manager or business professional, students are challenged to apply multiple concepts and make data-informed decisions.

Role-Playing ABAs compel students to think critically to solve real-world problems and apply the skills needed in the Principles of Marketing course. These often involve multiple decision-making paths which allow students to see the impact of their decisions immediately. Each ABA focuses on one topic and is intended to take approximately 15–20 minutes to complete.

Marketing Mini Sims put students in the role of a marketing decision maker for a backpack manufacturing company. Each Marketing Mini Sim focuses on one aspect of the marketing mix where they are supported by their marketing colleagues who offer them background information on core concepts, provide relevant information and offer periodic checks for understanding as well as provide feedback. Each Marketing Mini Sim takes approximately 30 minutes to complete and can be assigned on its own OR as building-block experiences leading up to the assignment of our full Practice Marketing simulation.

Acknowledgments

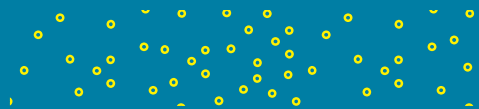
To ensure continuous improvement of our textbook and supplements we have utilized an extensive review and development process for each of our past editions. Building on that history, the *Marketing*, 16th edition, development process included several phases of evaluation and a variety of stakeholder audiences (e.g., students, instructors, etc.).

Reviewers who were vital in the changes that were made to the 16th and previous editions of *Marketing* and its supplements include:

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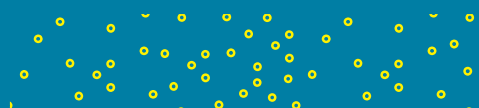
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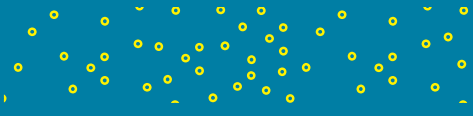


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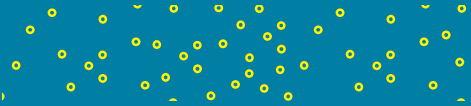




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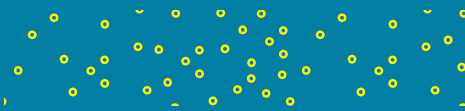
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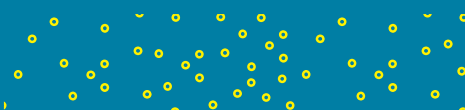
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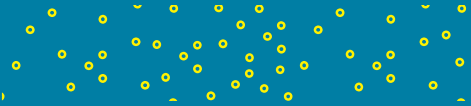
Thanks are due to many people, including current and past students, marketing educators around the globe, university staff, business journal and periodical authors, company representatives, and marketing professionals of every kind. Their assistance has been essential in our efforts to continue to provide the most comprehensive, up-to-date, and integrated teaching and learning package available. We have been fortunate to have so many people be part of our team! In particular, however, we continue to benefit from the insights and guidance of our long-time friend, colleague, and coauthor, William Rudelius. His contributions to the textbook are truly timeless.

Nancy Harrower of Concordia University, St. Paul, led our efforts on the *Instructor's Manual*, the PowerPoint slides, the In-Class Activities, and the Digital In-Class Activities. In addition, she provides the content for our blog (www.kerinmarketing.com). Tia Quinlan-Wilder of the University of Denver was responsible for the Test Bank and Quizzes. Erin Steffes of Towson University was responsible for the Connect and the Marketing Analytics exercises. All of these professors are exceptional educators and we are very fortunate that they are part of our team. Michael Vessey, our long-time collaborator who passed away several years ago, also provided assistance in the preparation of materials that are still in use.

Thanks are also due to many other colleagues who contributed to the text, cases, and supplements. They include: Richard Lutz of the University of Florida; Linda Rochford of the University of Minnesota–Duluth; Kevin Upton of the University of Minnesota–Twin Cities; Nancy Nentl of Metropolitan State University; Leslie Kendrick of Johns Hopkins University; Lau Geok Theng of the National University of Singapore; and Leigh McAlister of the University of Texas at Austin. Rick Armstrong of Armstrong Photography, Dan Hundley and George Heck of Token Media, Nick Kaufman and Michelle Morgan of NKP Media, Bruce McLean of World Class Communication Technologies, Paul Fagan of Fagan Productions, Martin Walter of White Room Digital, Scott Bolin of Bolin Marketing, and Andrew Schones of Pure Imagination produced the videos.

Many businesspeople also provided substantial assistance by making available information that appears in the text, videos, and supplements—much of it for the first time in college materials. Thanks are due to Randy Goldberg, David Heath, Kate Huyett, and Imani Rodman of Bombas; Rachel Sweet of Turner (public relations); Sheryl Adkins-Green, Katherine Weng, and Stephen Webster of Mary Kay, Inc.; Andy Rhode, Charlie Wolff, Jordan Hofferber, Tiffany Luong, and Stacy Runkel of Fallon Worldwide; Tim Ellsworth, Debbie Errante, and Laura Edward of Cascade Maverik; Ann Rubin, Teresa Yoo, and Kathleen Cremmins of IBM; Jana Hartline, Rommel Momen, Joanie Swearingen, and Amy Ulloa of Toyota; Justin Gold and Mike Guanella of Justin's; Lisa Selk of CytoSport; Jeff Ettinger of Hormel; Russ Lesser, Billy Meistrell, Nick Meistrell, and Jenna Meistrell of Body Glove; Peter Maule of Marquee Brands; Daniel Jasper, Jill Renslow, and Sarah Schmidt of Mall of America; Mike Pohl of ACES Flight Simulation; Cheryl Reeve, Carley Knox, Cymonne New, and Danielle Lund of the Minnesota Lynx; Stephanie Perdue, Jason Scoggins, and Erin Wolford of Chipotle Mexican Grill; David Ford and Don Rylander of Ford Consulting Group; Mark Rehborg of Tony's Pizza; Vivian Callaway, Sandy Proctor, and Anna Stoesz of General Mills; David Windorski, Tom Barnidge, and Erica Schiebel of 3M; Nicholas Skally, Jeremy Stonier, and Joe Olivas of Prince Sports; Tom Cassady of JCPenney, Inc.; Charles Besio of the Sewell Automotive Group, Inc.; Lindsey Smith of GE Healthcare; Beverly





Roberts of the U.S. Census Bureau; Mattison Crowe of Seven Cycles, Inc.; Alisa Allen, Kirk Hodgdon, Patrick Hodgdon, and Nick Naumann of Altus Marketing and Business Development; and Nelson Ng from Dundas Data Visualization, Inc.

Those who provided the resources for use in the *Marketing*, 16th edition, textbook, *Instructor's Manual*, and/or PowerPoint presentations include Todd Walker and Jean Golden of Million Dollar Idea; Karen Cohick of Susan G. Komen for the Cure; Liz Stewart of Ben & Jerry's; John Formella and Patricia Lipari of Kodak; Erica Schiebel of 3M; Joe Diliberti of *Consumer Reports*; Patricia Brehm of Strategic Business Insights (VALS); Brian Nielsen of the Nielsen Company; David Walonick of StatPac; Mark Rehborg of Schwan's Consumer Brands (Tony's Pizza); Jennifer Olson of Experian Simmons; Kitty Munger and Mary Wykoff of Wendy's; Mark Heller of RetailSails; Nicky Hutcheon of ZenithOptimedia; Amy Thompson and Jennifer Allison of Dell, Inc.; Adriana Carlton of Walmart and Rick Hill of Bernstein-Rein Advertising (Walmart); Janine Bolin of Saks, Inc.; Dr. Yory Wurmser of the Data and Marketing Association; and Elizabeth Clendenin of Unilever (Cares).

We also want to thank the following people who generously provided assistance with our *Marketing*, 16th edition, In-Class Activities (ICAs) and associated PowerPoint presentations: Mitch Forster and Carla Silveira of Ghirardelli Chocolate Company; Carolyn Warfel and Betsy Boyer of Woodstream Corp. (Victor Pest); Leonard Fuld of Fuld & Co.; Maggie Jantzen of Starbucks Coffee Company; Michelle Green and Victoria Glazier of the U.S. Census Bureau; Lisa Castaldo of Pepsi; Muffie Taggart of General Mills; Robert M. McMath, formerly of NewProductWorks; Greg Rodriguez; Jeremy Tucker, Julia Wells, and Lisa Cone of Frito-Lay (Doritos); Susan Carroll and Bob Robinson of Apple, Inc.; Willard Oberton of Fastenal Company; Scott Wosniak and Jennifer Arnold of Toro; Kim Eskro of Fallon Worldwide (Gold'n Plump); Robin Grayson of TBWA/Chiat/Day (Apple); Katie Kramer of Valassis Communications, Inc. (Nutella/Advil); Triestina Greco of Nutella/Ferrero; Tim Stauber of Wyeth Consumer Healthcare (Advil); and Yvonne Pendleton and Lucille Storms of Mary Kay.

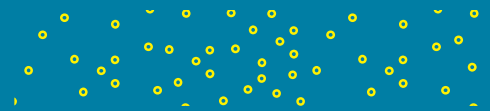
Staff support from the Southern Methodist University and the University of Denver was essential. We gratefully acknowledge the help of Jeanne Milazzo and Briana Dominguez for their many contributions.

Checking countless details related to layout, graphics, and photos, and managing last-minute text changes are essential for a sound and accurate textbook. This also involves coordinating activities of authors, designers, editors, compositors, and production specialists. Christine Vaughan, our lead content project manager, of McGraw Hill Education's production staff provided the necessary oversight and attention to detail while retaining an extraordinary level of professionalism, often under tight deadlines. We are very fortunate that Christine was part of our team. Thank you again!

Finally, we acknowledge the professional efforts of the McGraw Hill Education staff. Completion of our book and its many supplements required the attention and commitment of many editorial, production, marketing, and research personnel. Our McGraw Hill team included Terri Schiesl, Meredith Fossel, Nicole Young, Kelly Pekelder, Emily Windelborn, Susan Culbertson, Matt Diamond, Jacob Sullivan, and many others. In addition, we relied on David Tietz for constant attention regarding the photo elements of the text, and Sara Blasco for management of the details of the online authoring system. Handling the countless details of our text, supplement, and support technologies has become an incredibly complex challenge. We thank all these people for their efforts!

Roger A. Kerin
Steven W. Hartley

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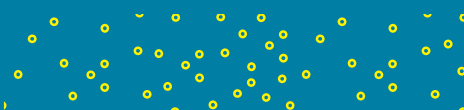
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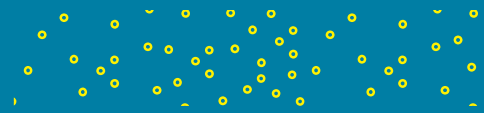
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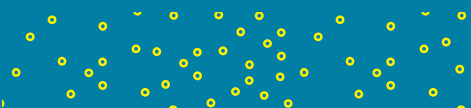
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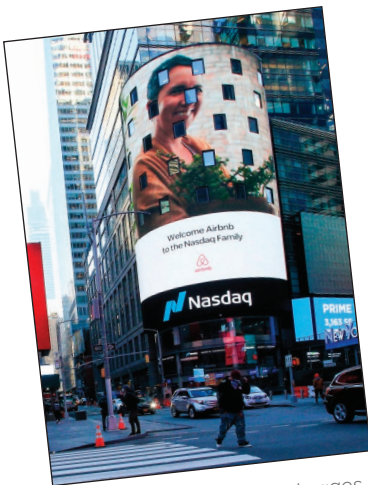
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