

Figure 1.1: The marketing process

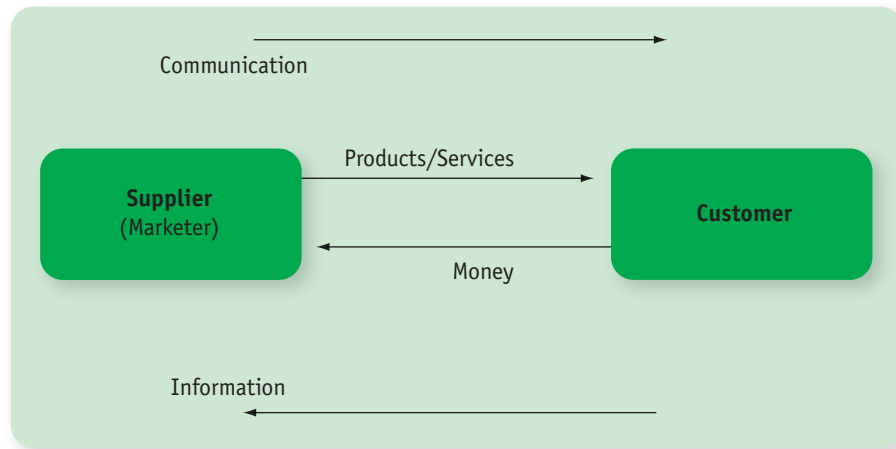


Figure 1.2: The holistic marketing concept

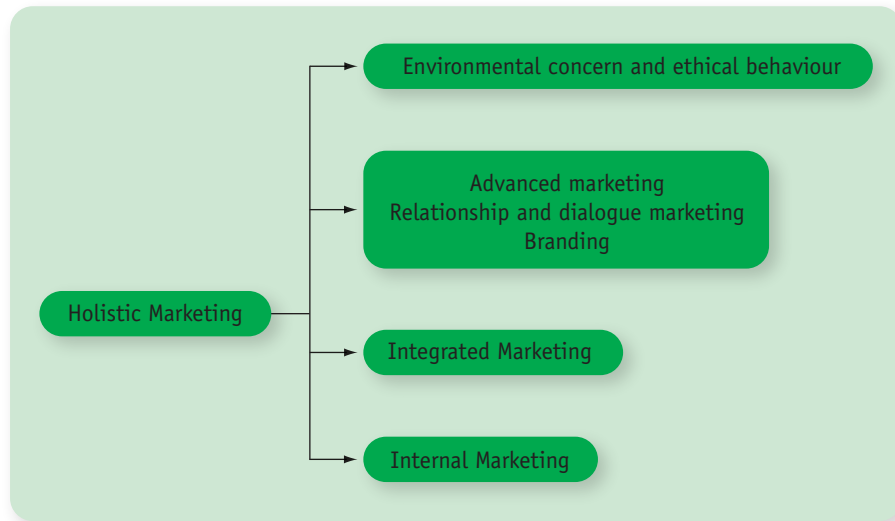
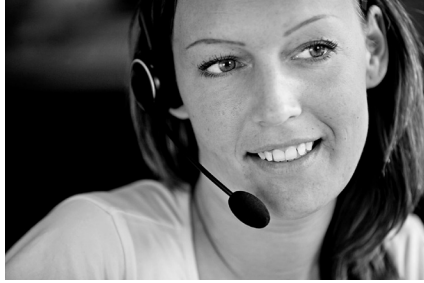


Figure 1.3: Examples of Carlsberg's integrated marketing approach

Customer support



Corporate branding



Sponsorships



TV-commercials



Figure 1.4: Consumer's and producer's criteria

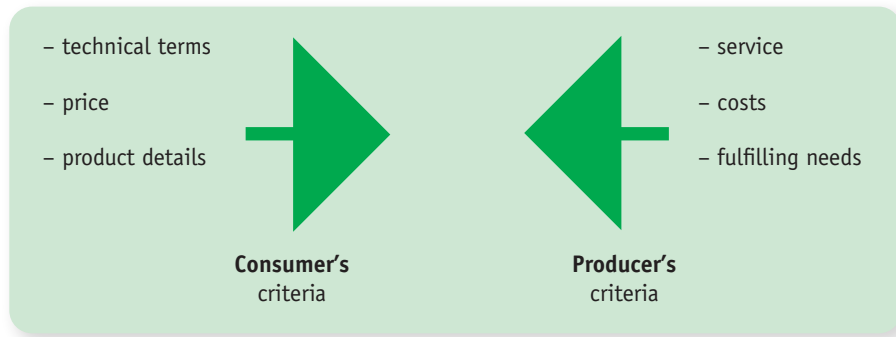


Figure 1.5: Customer delivered value. Jobber (2006)

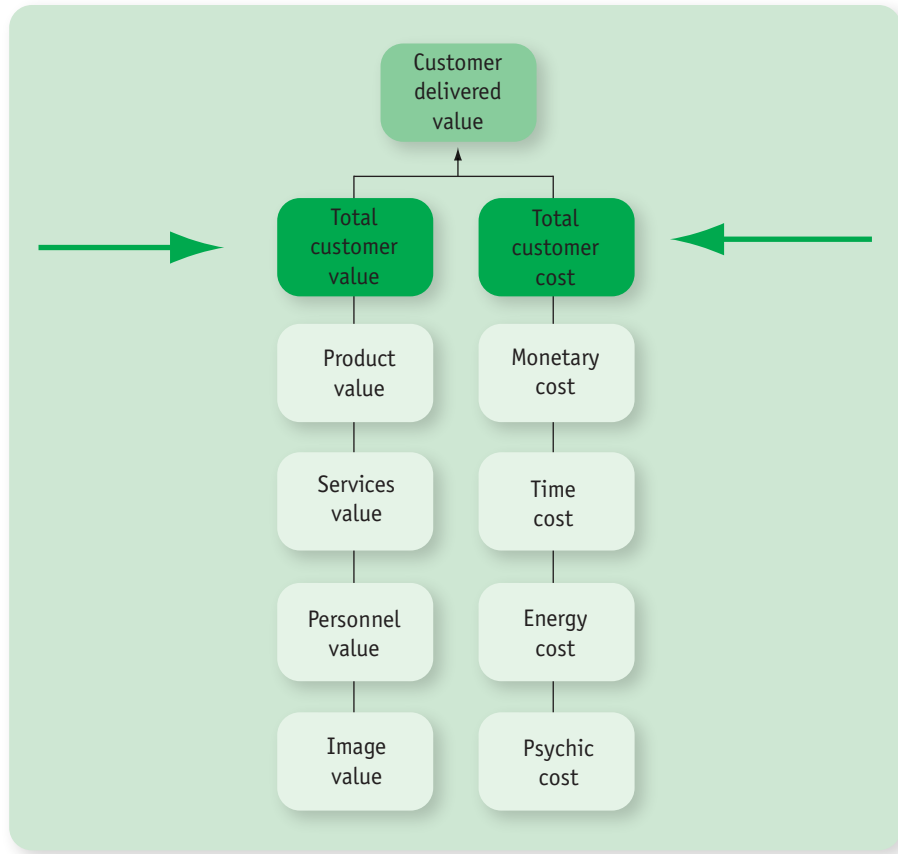


Figure 1.6: Advertisement for Britney Spears Perfume (B2C Market)

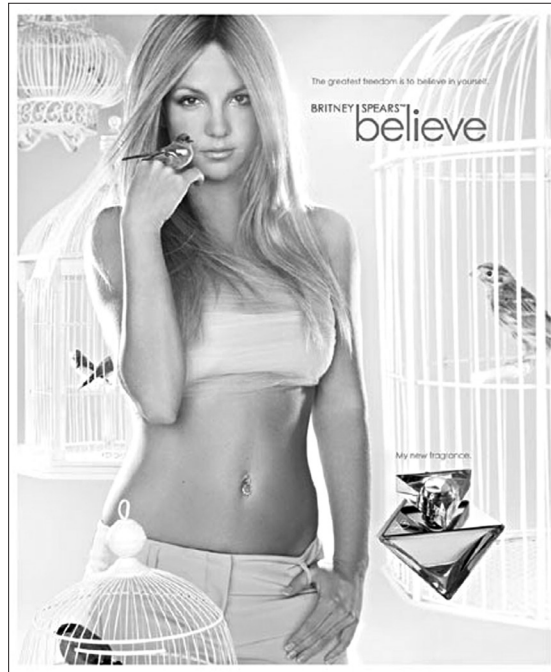


Figure 1.7: Advertisement for The city of Corpus Christi (B2B Market)



Figure 1.8: Consumer and B2B behaviour

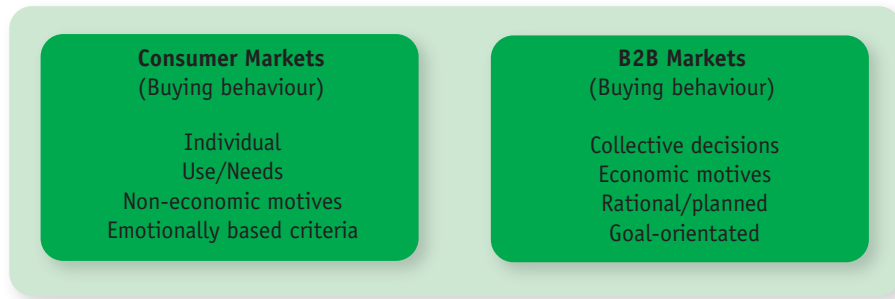


Figure 1.9: The marketing concept. Jobber (2006)

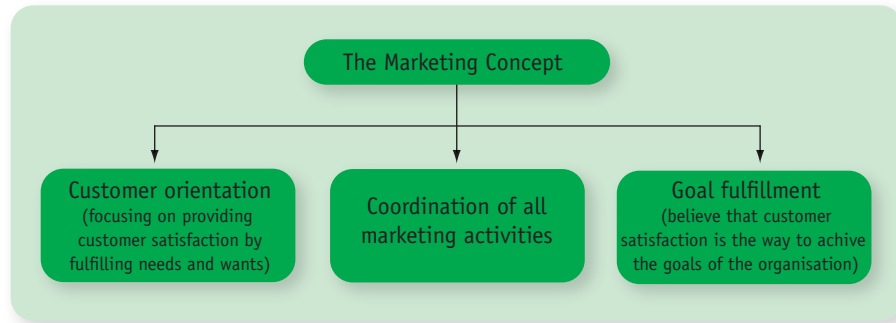


Figure: 1.10: The planning process. Kotler et al. (2009)

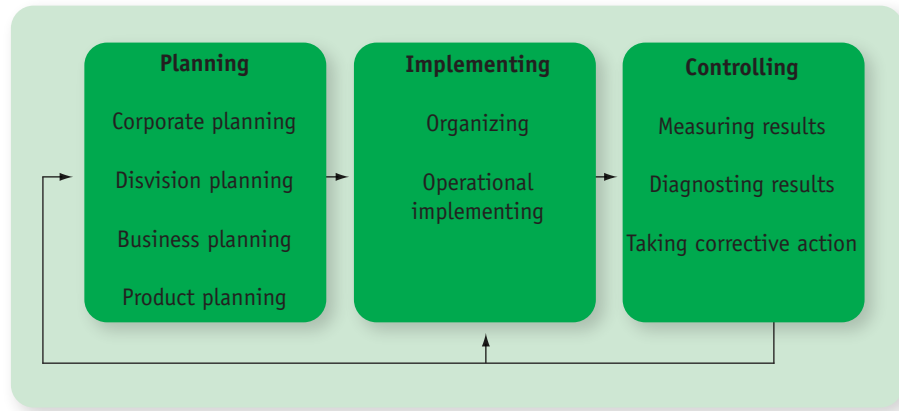


Figure 2.1: The Product Lifecycle Curve (PLC)

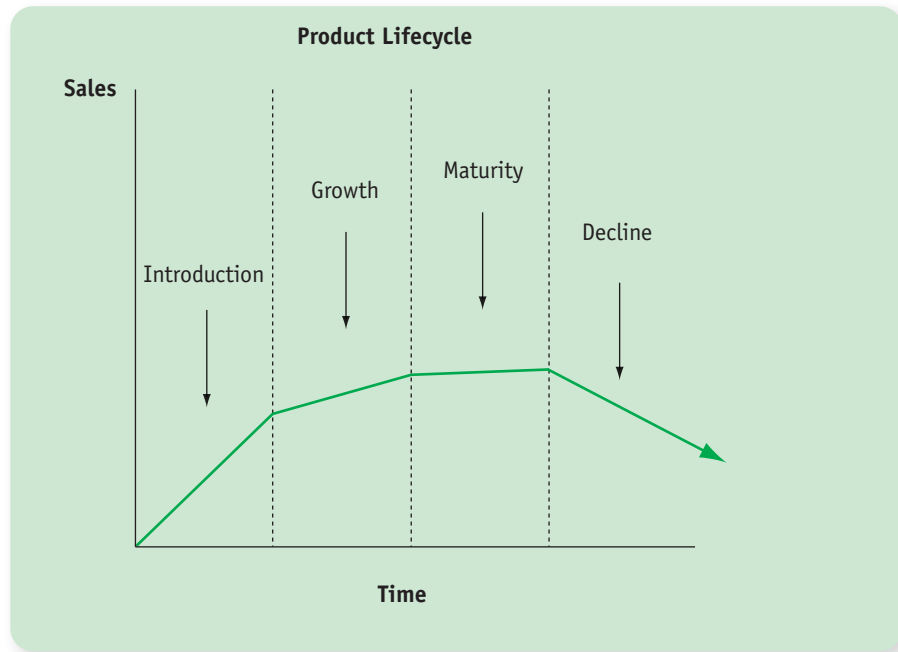


Figure 2.2: Four stages of product lifecycles. Kotler et al. (2009)

Stage	Characteristics
<b>1. Introduction stage</b>	<ol style="list-style-type: none"> <li>1. high cost and low level of sales</li> <li>2. little or no competition</li> <li>3. demand is created by suppliers</li> <li>4. revenue low at this stage</li> </ol>
<b>2. Growth stage</b>	<ol style="list-style-type: none"> <li>1. cost reductions due to economies of scale</li> <li>2. competition begins to increase – which leads to price competition</li> <li>3. sales volume and profitability increases</li> <li>4. public awareness increases</li> </ol>
<b>3. Mature stage</b>	<ol style="list-style-type: none"> <li>1. costs are lowered as a result of production volumes</li> <li>2. sales volume peaks and market saturation is reached</li> <li>3. increased competition and lowering of industry profit level</li> <li>4. prices tend to drop due to the proliferation of competing products</li> <li>5. brand differentiation used as competitive edge (to gain market share)</li> </ol>
<b>4. Saturation and decline stage</b>	<ol style="list-style-type: none"> <li>1. sales volume decline or stabilise</li> <li>2. prices and profitability diminish</li> <li>3. profit becomes more a challenge of production/distribution efficiency than increased sales</li> </ol>

Figure 2.3: The Product Lifecycle Curve – an example: music media

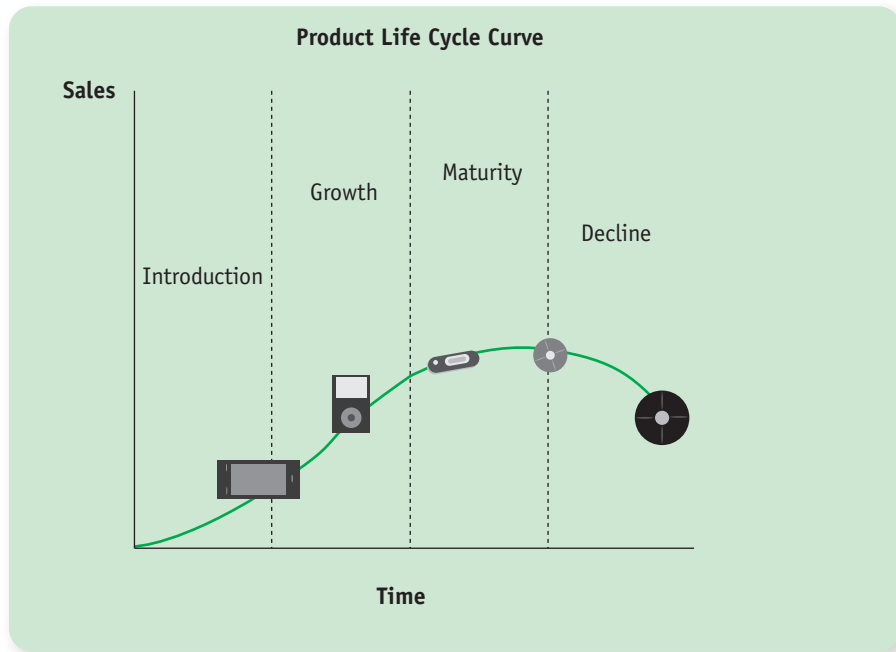


Figure 2.4: The Boston Consulting Group matrix (BCG matrix)

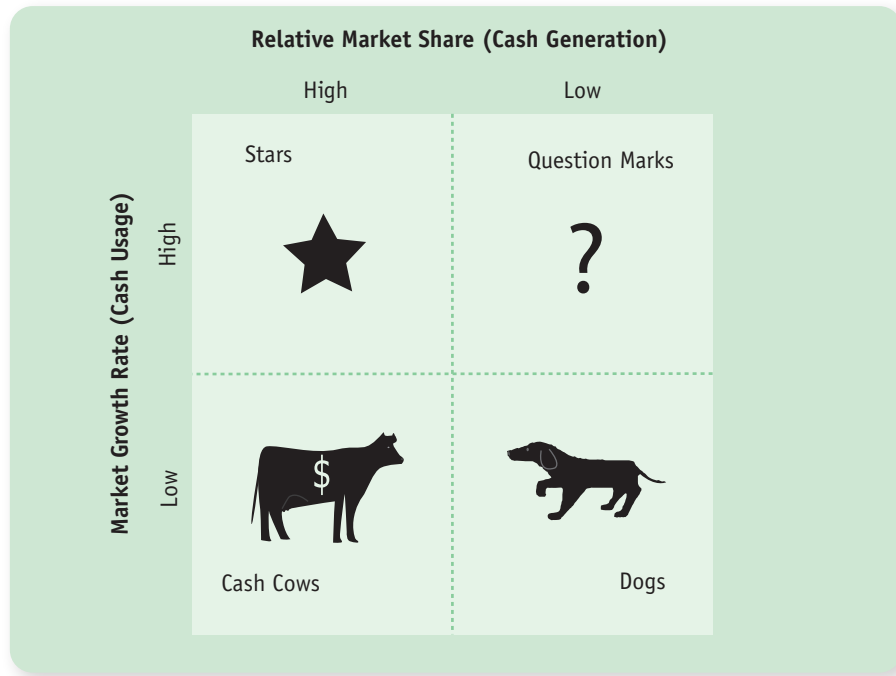


Figure 2.5: An example of a fictive product portfolio in the BCG matrix

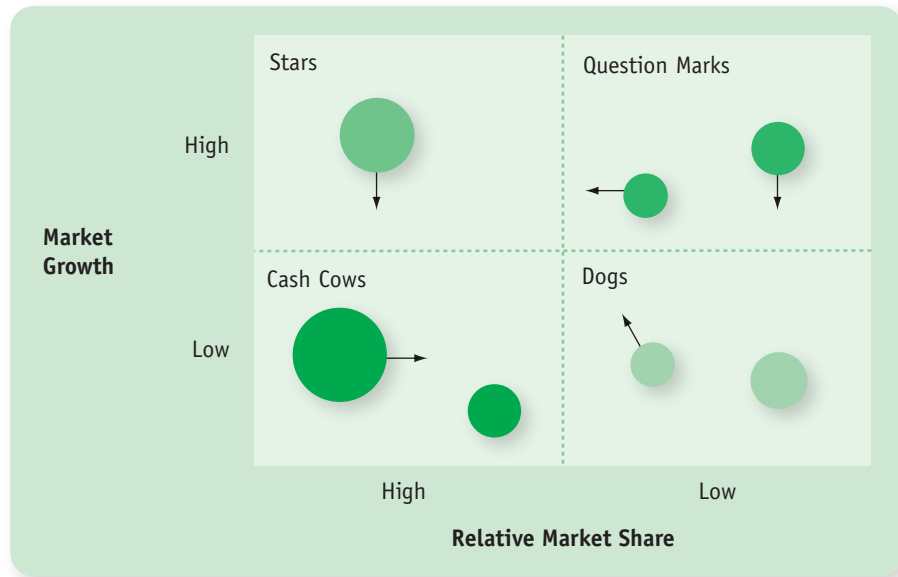


Figure 2.6: Porter's value chain (Porter, 1985)

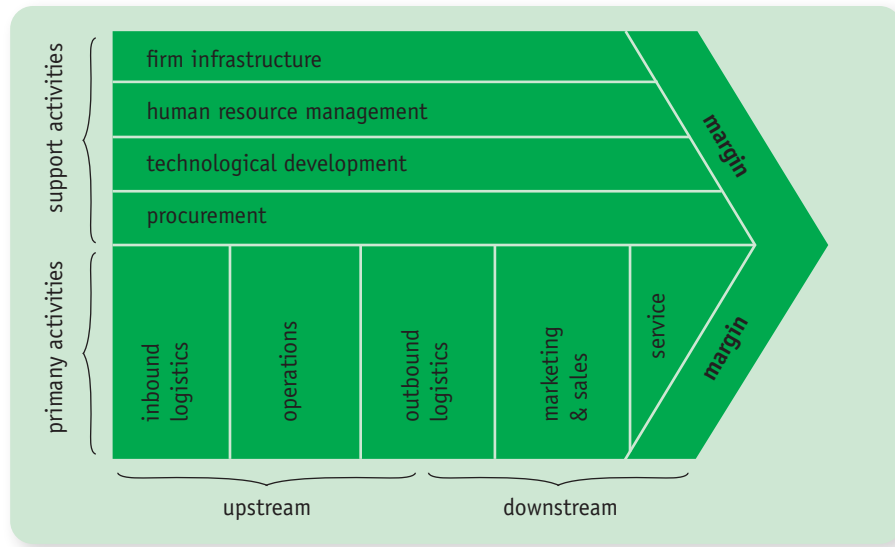


Figure 2.7: The value creation process

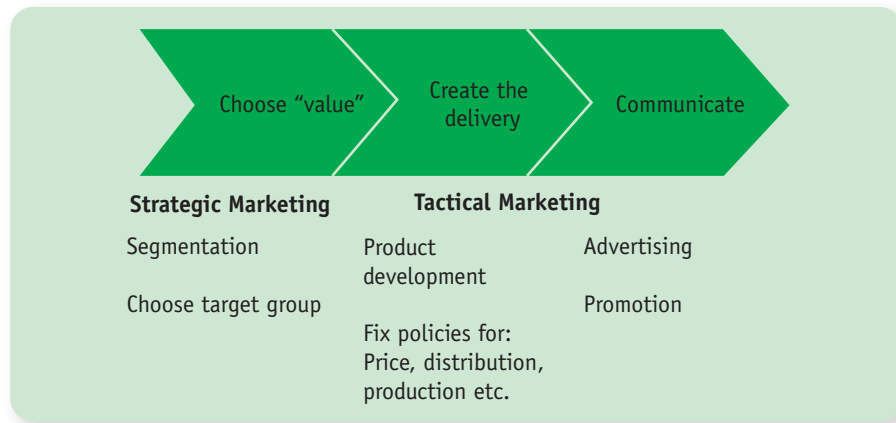


Figure 2.8: A simple version of the supply chain

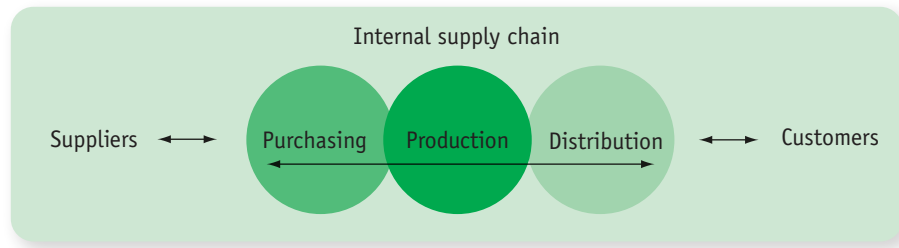


Figure 2.9: Supply chain for a producer of laptops

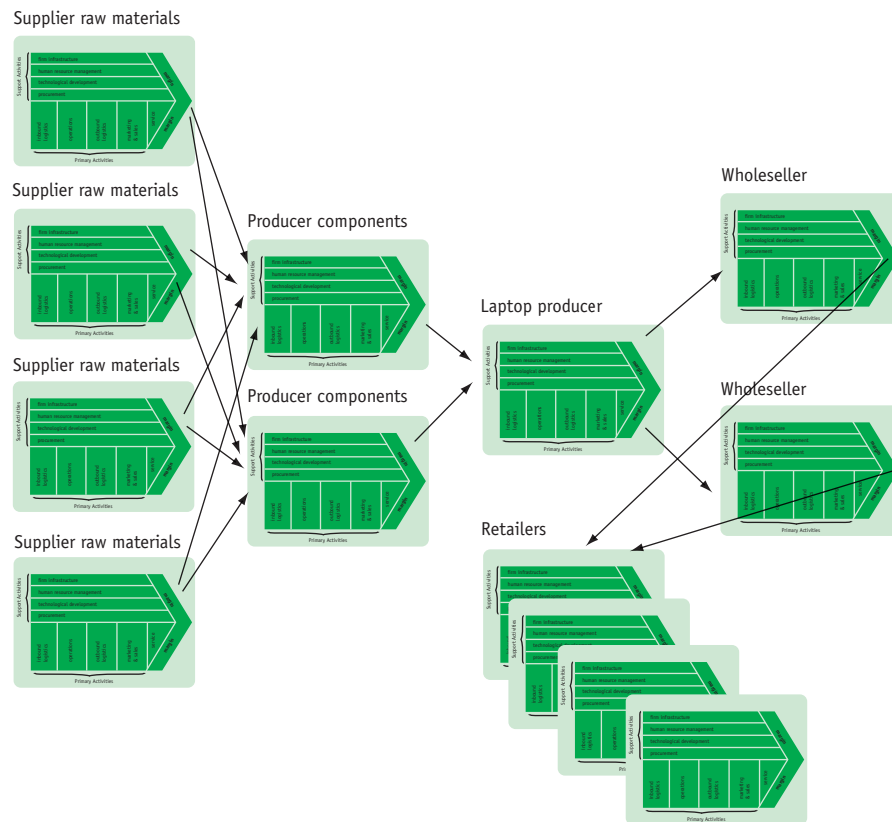


Figure 2.10: The kano matrix (Jobber 2006)



Figure 2.11: Elements of the organizational culture

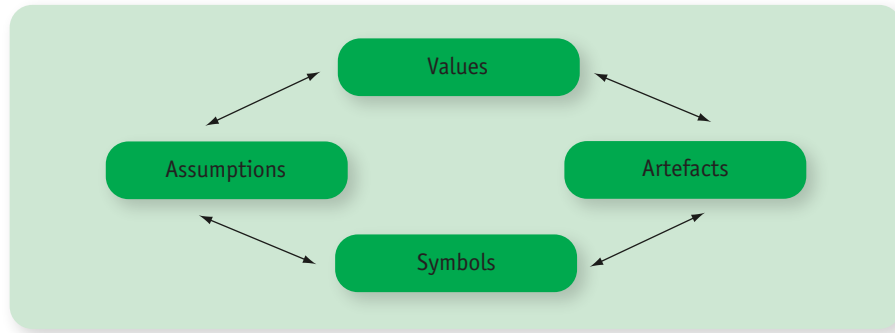


Figure 3.1: Defining a business using the Abell matrix. Kotler et al. (2009)

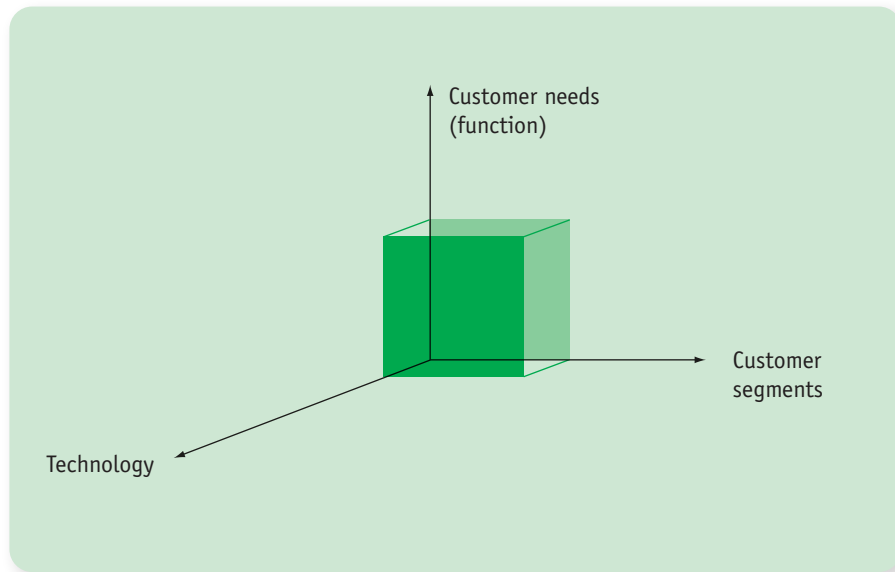


Figure 3.2: The three levels of marketing in an organisation

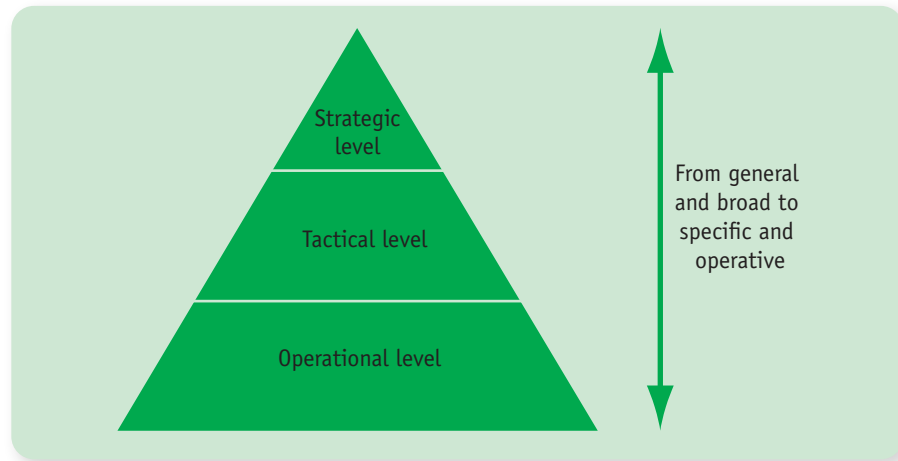


Figure 3.3: Porter's three generic strategies. Kotler et al. (2009)

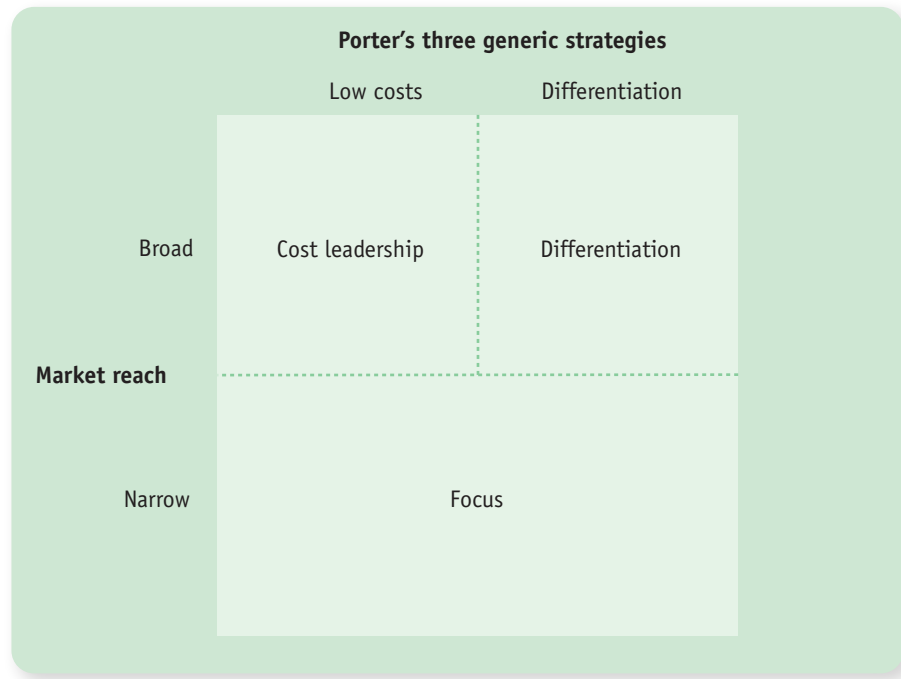


Figure 3.4: The strategic planning gap. Kotler et al. (2009)

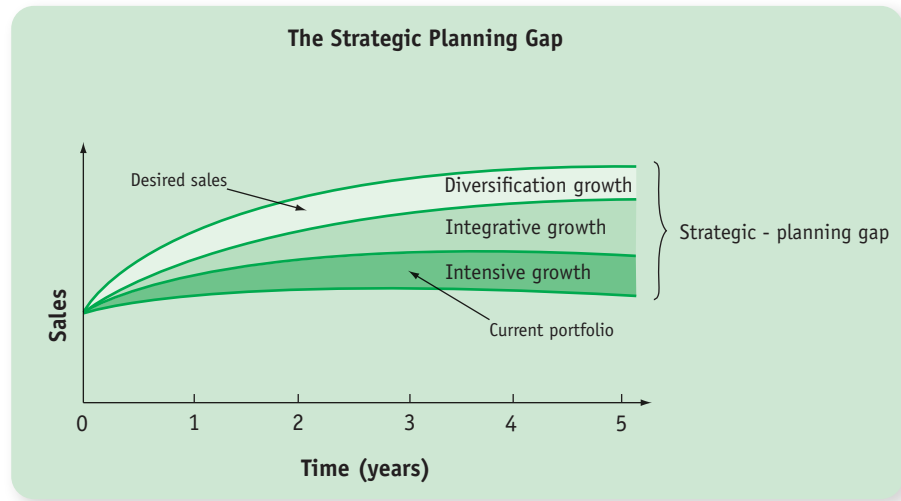


Figure 3.5: Ansoff's growth matrix. Kotler et al. (2009)

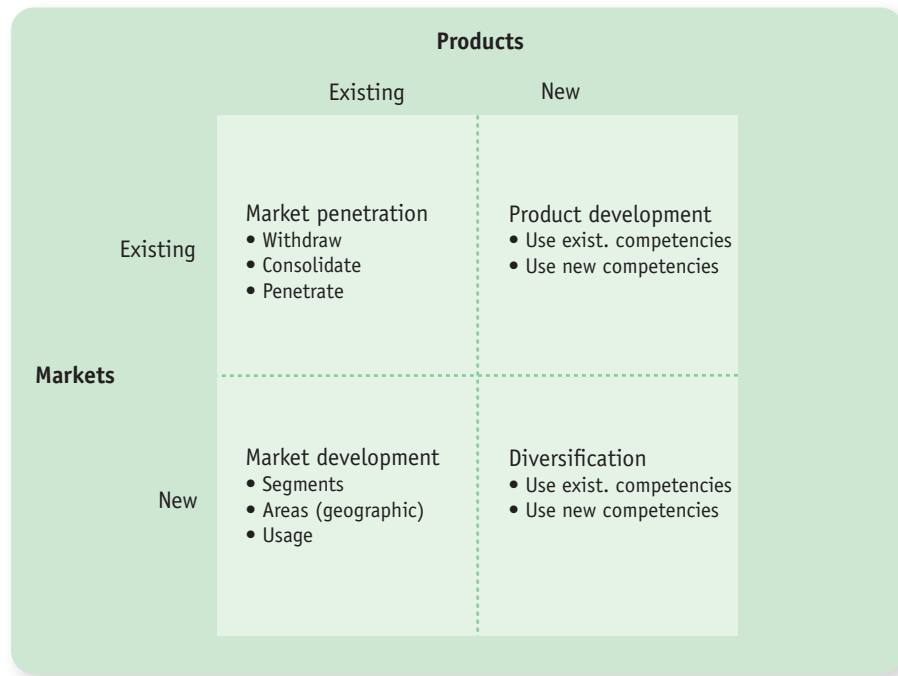


Figure 3.6: Types of integration. De Wit and Meyer (2004)

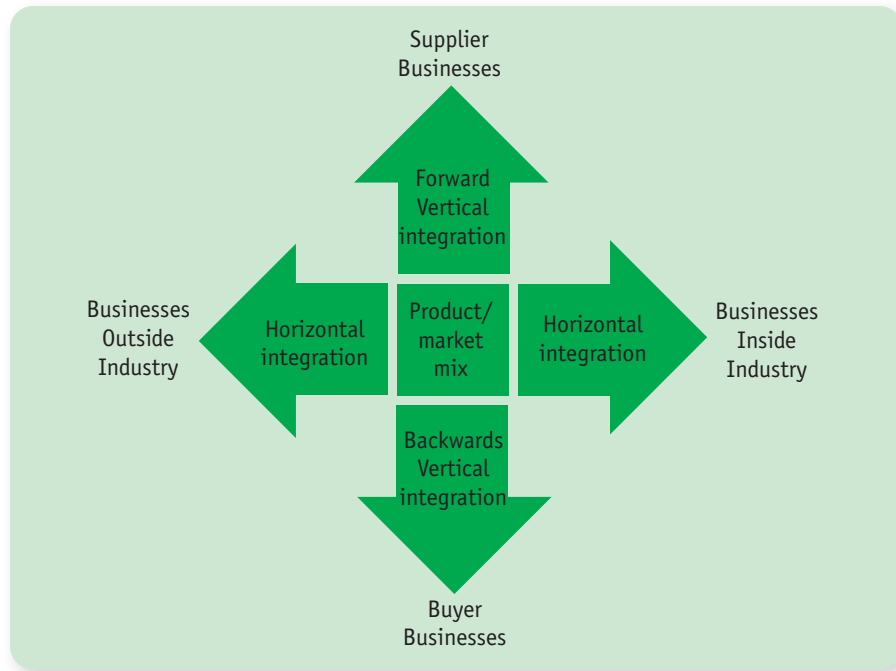


Figure 3.7: Examples of what could be viewed as companies establishing a blue ocean strategy.



Ford's 1908 Model T



1970 The first mouse



CNN 1980  
Real-Time News 24/7



2002 Apple's iPod

Figure 3.8: Red and blue ocean characteristics

Red Ocean versus Blue Ocean	
Red Ocean Strategy	Blue Ocean Strategy
Complete in existing market space	Create uncontested market space
Beat the competition	Make competition irrelevant
Exploit existing demand	Create and capture new demand
Make the value-cost trade-off (either/or)	Break the value-cost trade-off
Align the whole system of a firm's activities with its strategic choice of differentiation or low cost	Align the whole system of a firm's activities in pursuit of differentiation and low cost
Value creation or addition = added value	Value Innovation = innovative value

Figure 3.9: Example of a value curve for wine  
 Chan Kim and Mauborgne (2005)

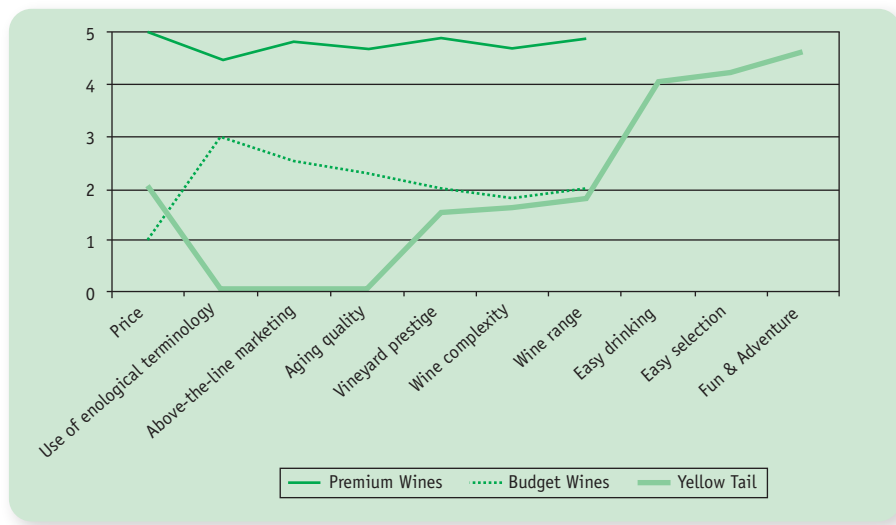


Figure 3.10: Reducing, eliminating, raising, and creating features and factors to create a new value curve. Chan Kim and Mauborgne (2005)

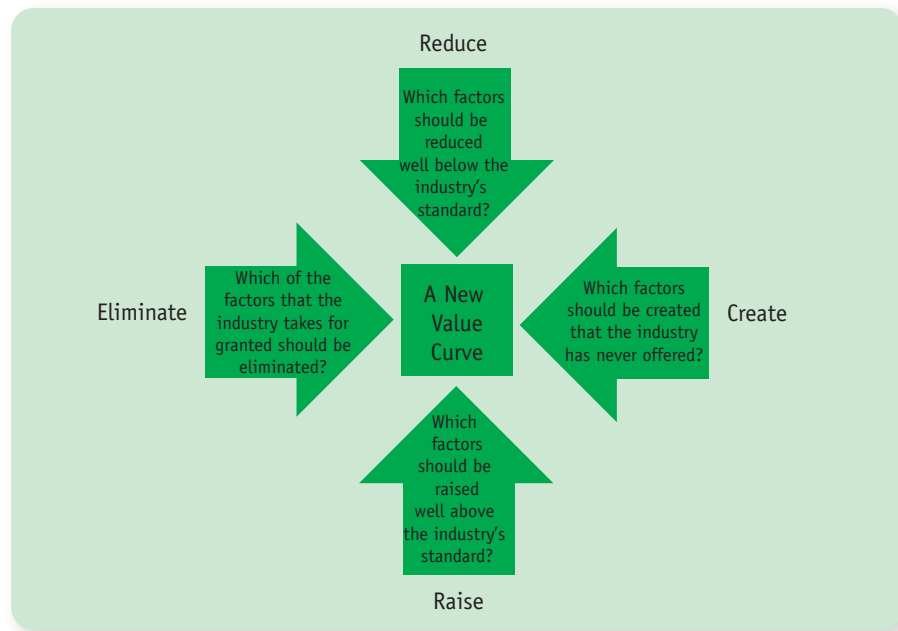


Figure 3.11: Strategy and implementation. Bonoma (1985)

		Implementation	
		Appropriate	Inappropriate
Strategy	Good	Success	Roulette
	Bad	Trouble	Failure

Figure 4.1: The company and its environment

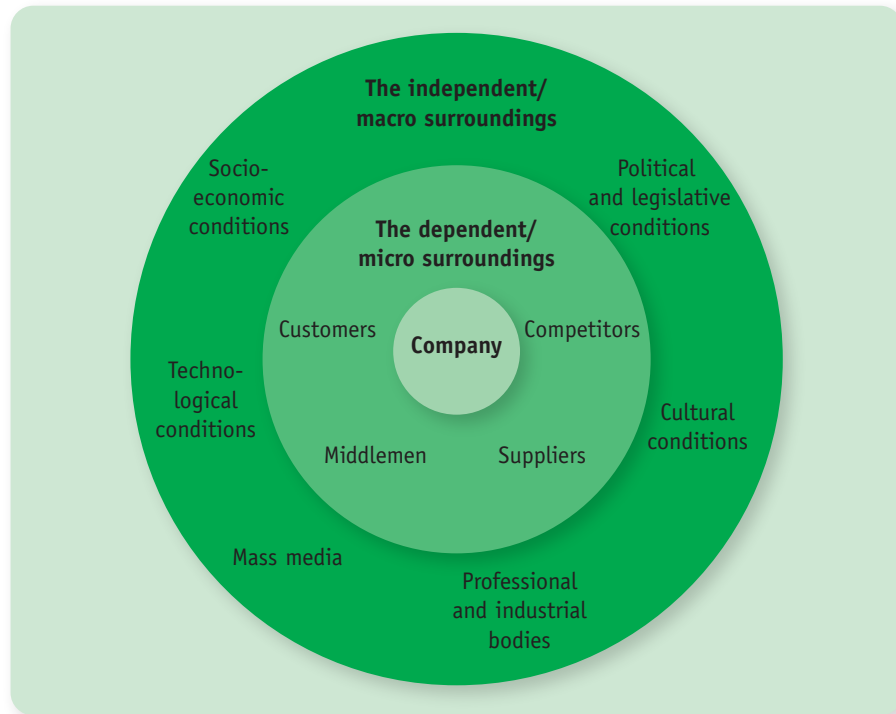


Figure 4.2: The PESTLE model

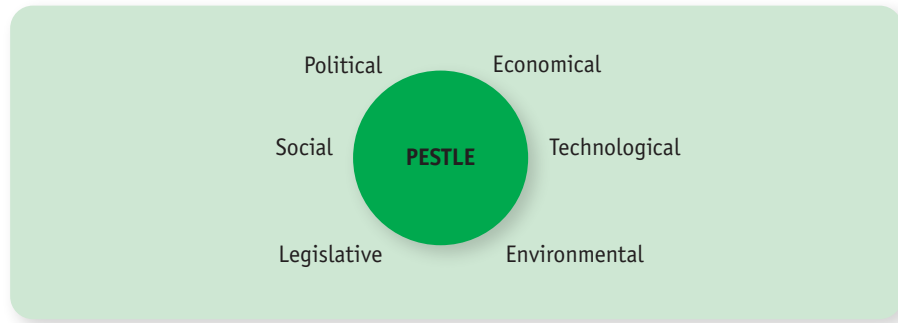


Figure 4.3: The age profile of USA. Source: Geofreez (2010)



Figure 4.4: Model for establishing socially responsible actions by a company

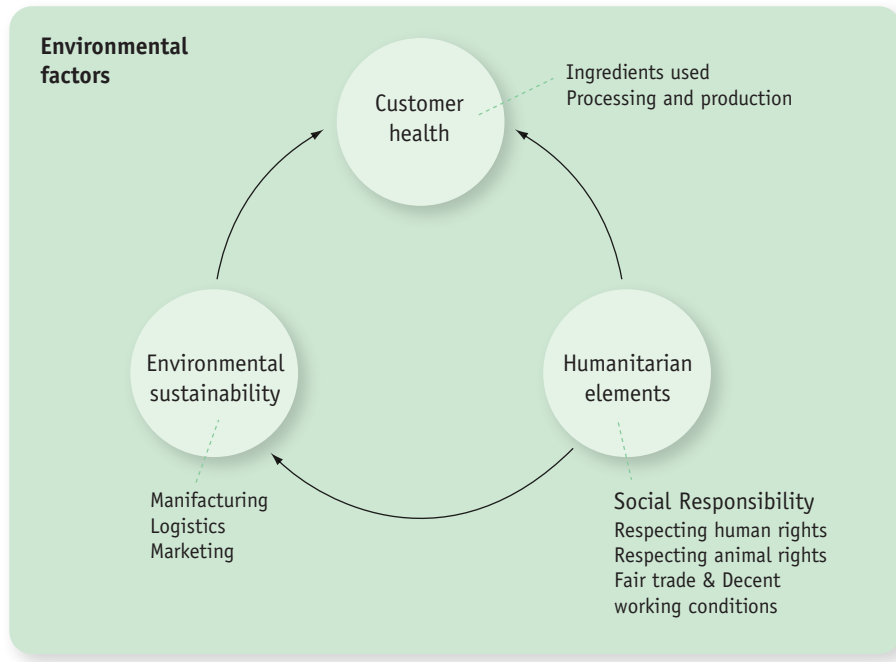


Figure 5.1: Different layers of competition – an example

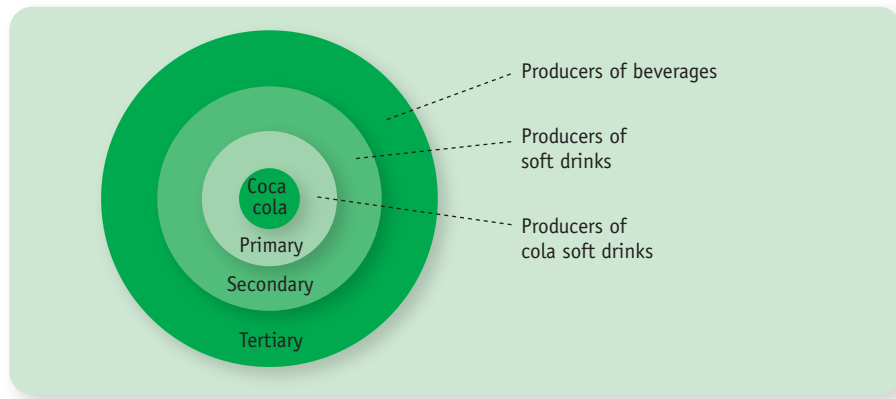


Figure 5.2: Market structure

	Number of actors				
	1	1 large + many small	2	2 +	Many
Homogeneous market	Monopoly	Partial monopoly	Duopoly	Oligopoly	Perfect competition
Heterogeneous market		Differentiated partial monopoly	Differentiated duopoly	Differentiated oligopoly	Monopolistic competition

Figure 5.3: Porter's 5 Forces model. Porter (1988)

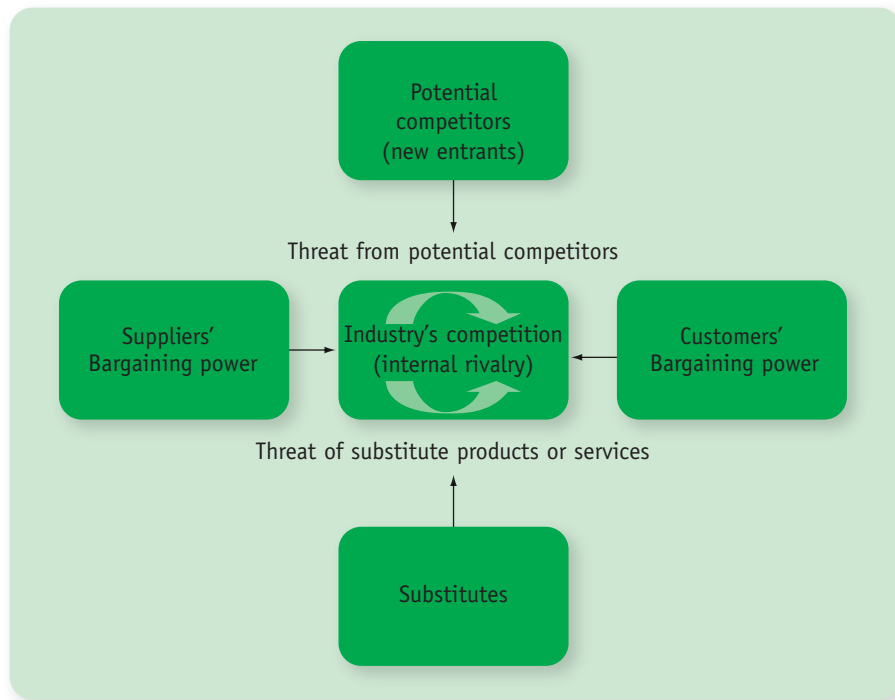


Figure 5.4: The competitive triangle. Hollensen (2003)

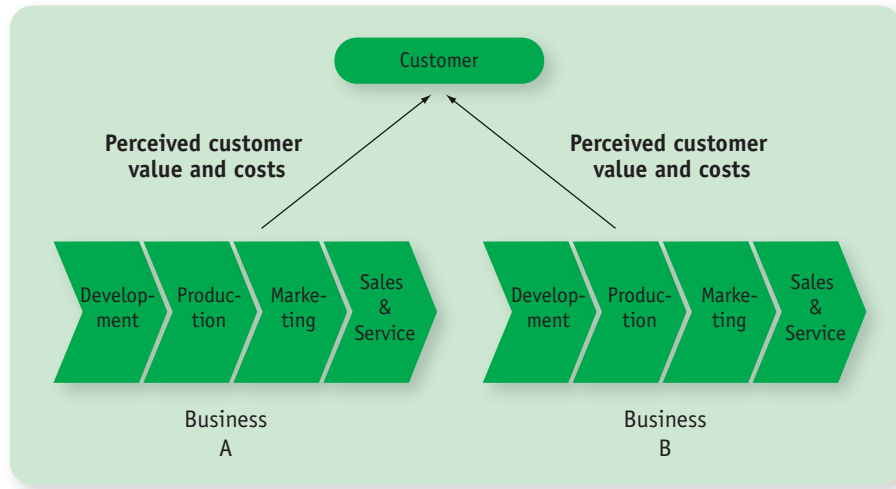


Figure 5.5: Perceived value, relative costs, and competitive advantage  
 Source: Hollensen (2003)

		Perceived value	
		Higher for business A	Higher for business B
<b>Relative Costs</b>	Lower for business A	1	2
	Lower for business B	3	4

Figure 5.6: Competitors grouped in strategic groups according to their product portfolio and marketing orientation

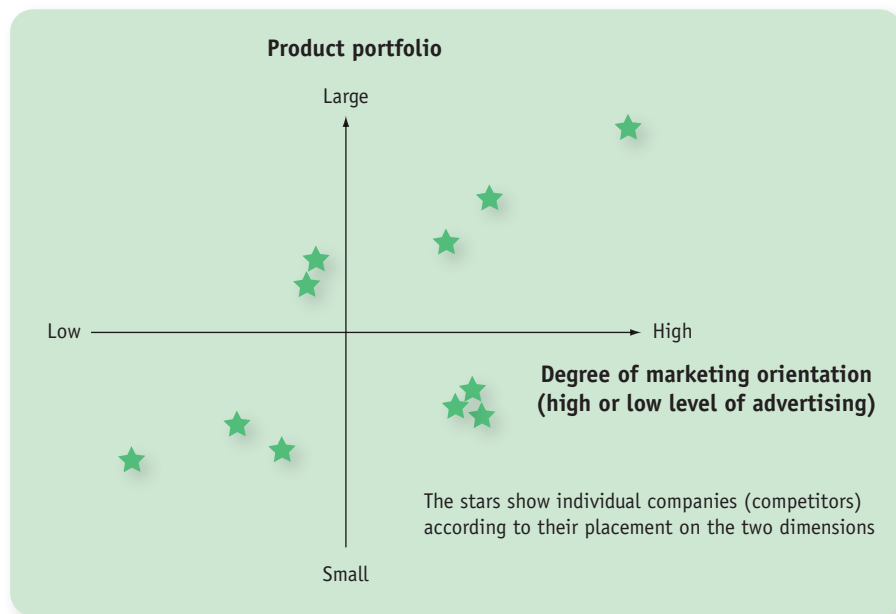


Figure 5.7: Competitive positions. Kotler et al. (2009)

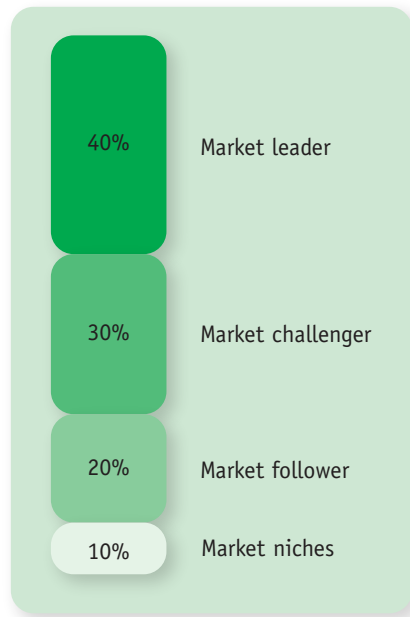


Figure 5.8: Strategies for defending market shares by a market leader  
Kotler et al. (2009)

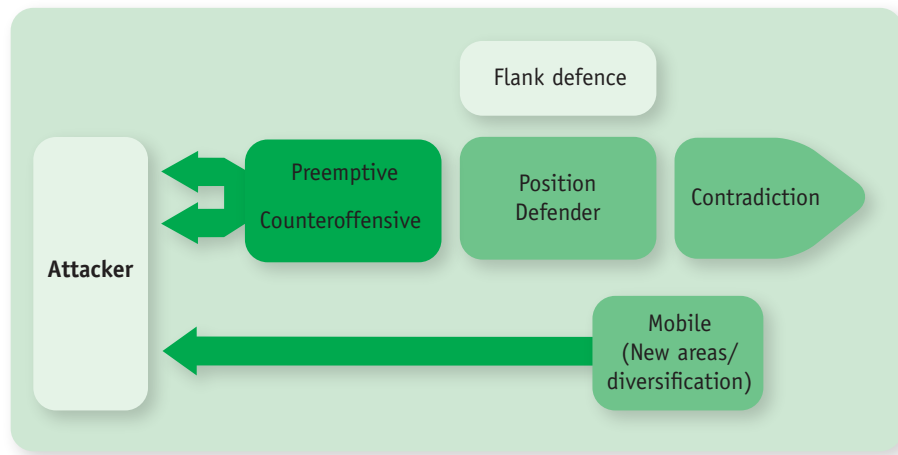


Figure 5.9 Strategies for a market follower. Kotler et al. (2009)

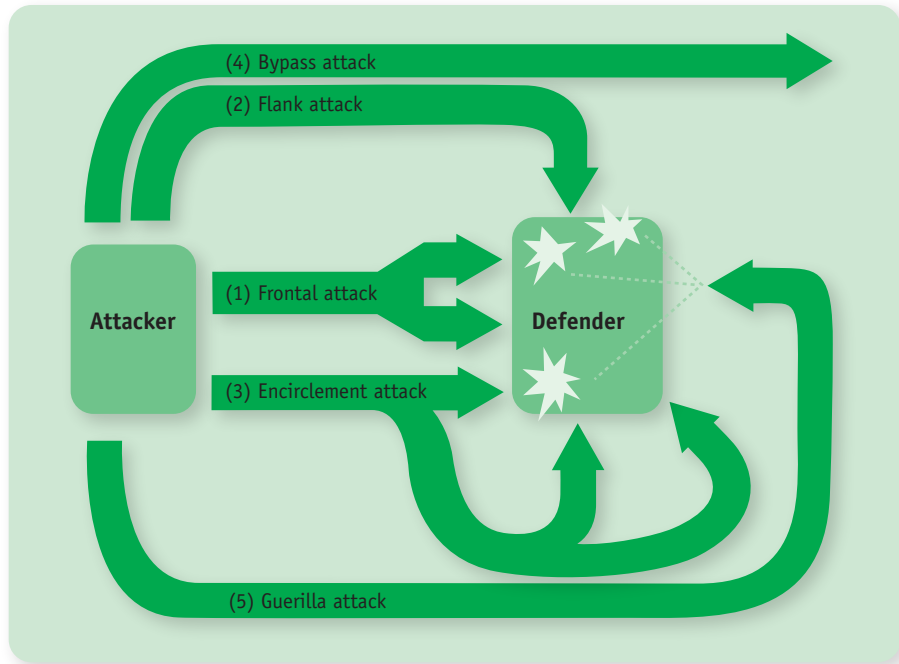


Figure 6.1: The SOR model

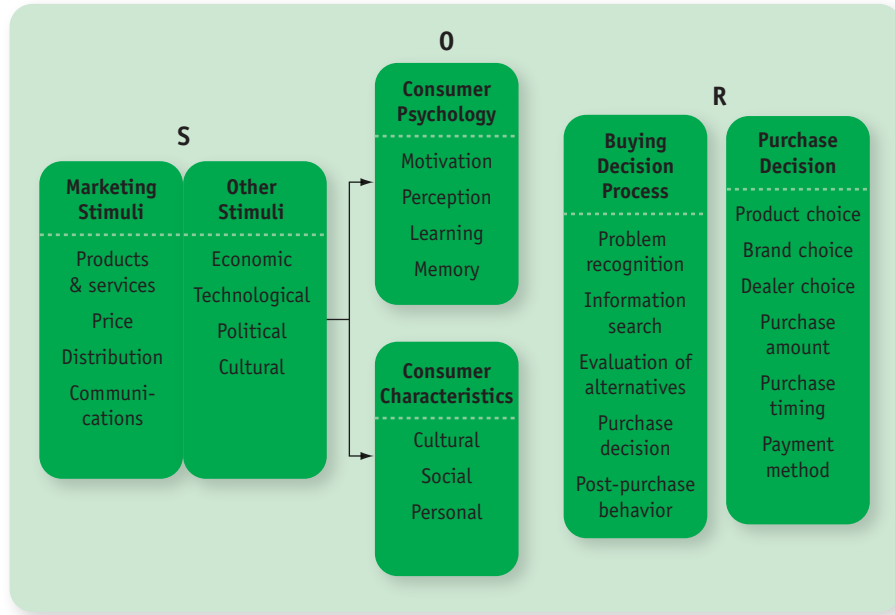


Figure 6.2: Factors influencing behaviour

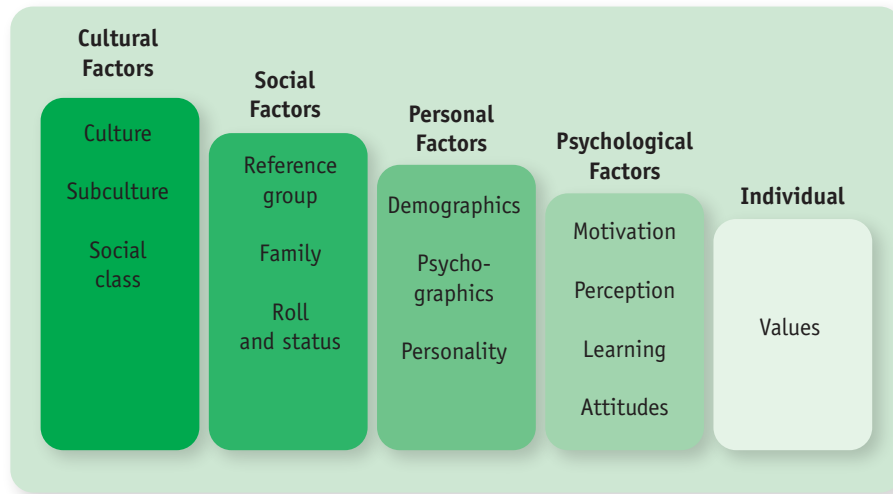


Figure 6.3: Examples of activities, interests, and opinions

<b>Activities</b>	<b>Interests</b>	<b>Opinions</b>
Work	Family	Themselves
Hobbies	Home	Social issues
Social events	Job	Politics
Vacation	Community	Business
Entertainment	Recreation	Economics
Club membership	Fashion	Education
Community	Food	Products
Shopping	Media	Future
Sports	Achievements	Culture

Figure 6.4: Two dimensions of a lifestyle analysis

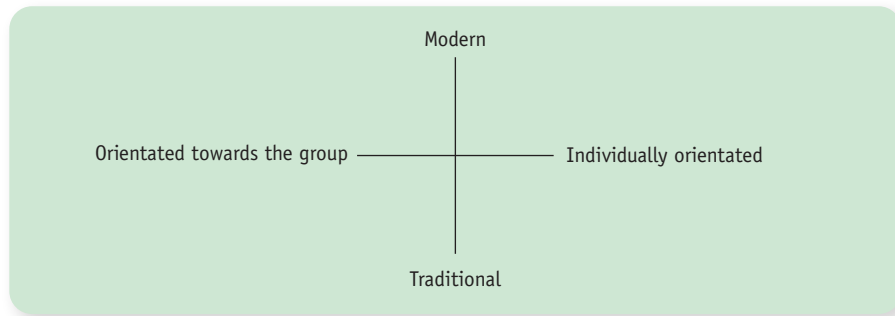


Figure 6.5: Dimensions of Gallup Kompas

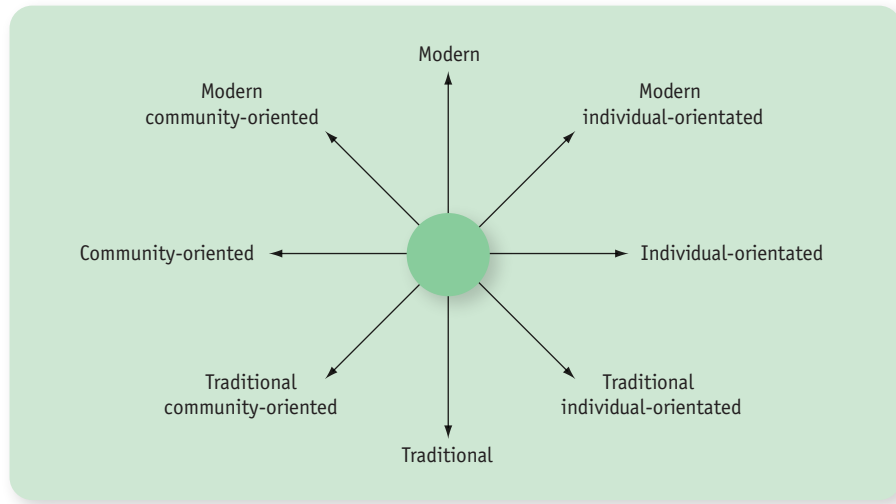


Figure 6.6: Gallup Kompas. Source: Gallup Kompas

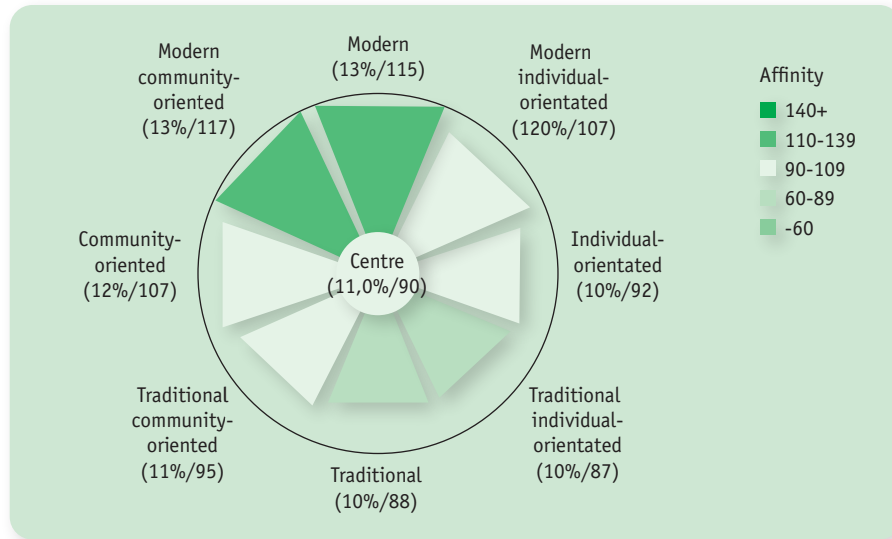


Figure 6.7: Gallup Kompas for "café-goers" (fictitious example)  
 Source: Gallup Kompas

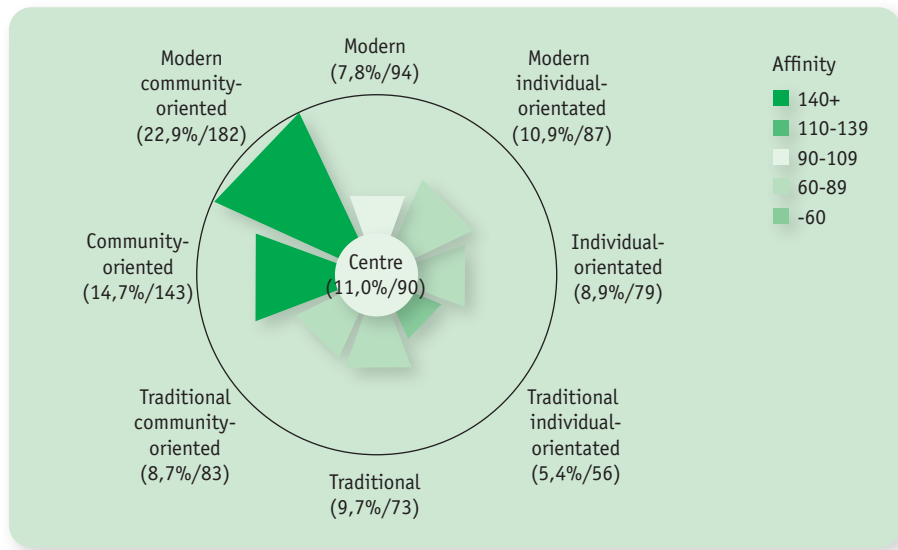


Figure 6.8: Maslow's hierarchy of needs

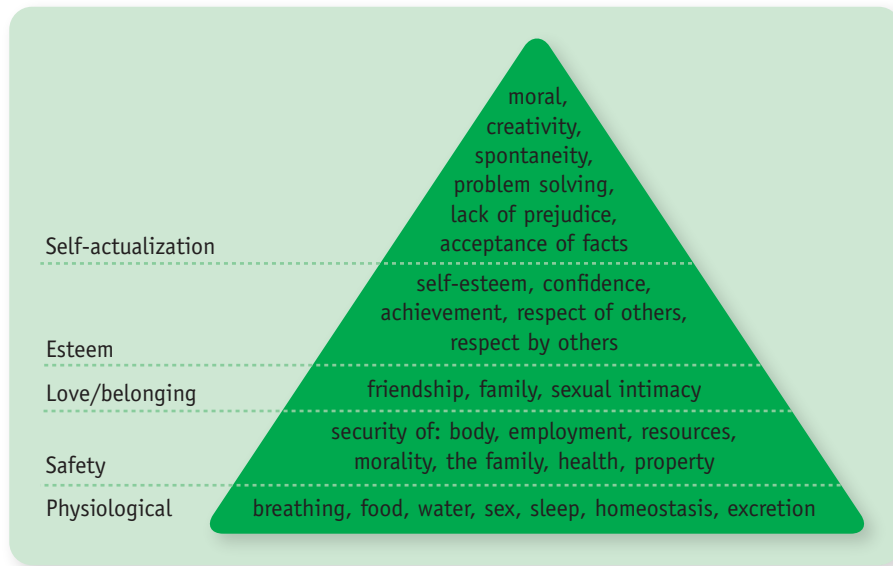


Figure 6.9: The buying process. Kotler et al. (2009)

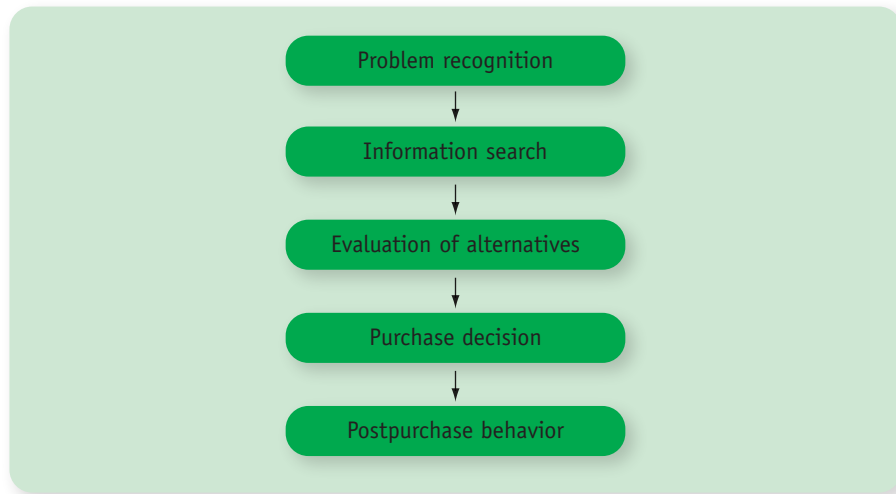


Figure 6.10: An example of the evaluation process. Kotler et al. (2009)

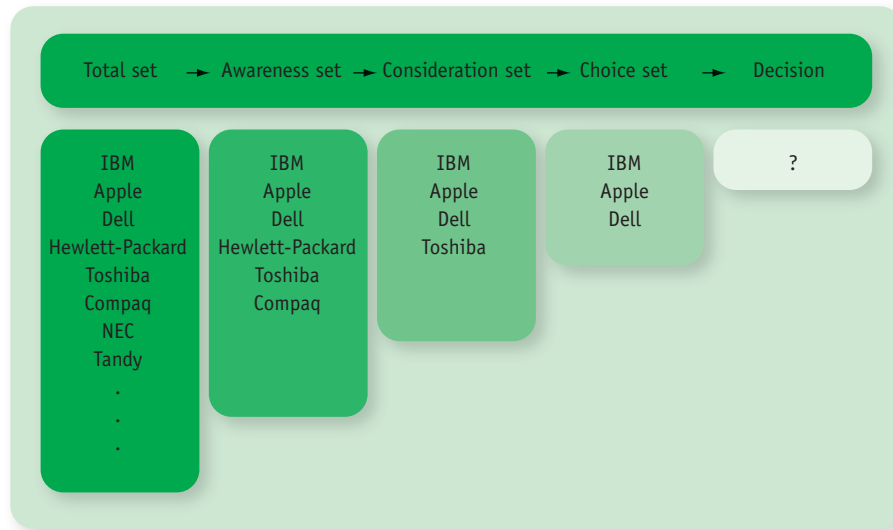


Figure 6.11: Four types of buying behaviour

	<b>High Involvement</b>	<b>Low Involvement</b>
<b>Perceived differences between offerings (brands)</b>	Complex buying behaviour	Variety seeking
<b>Few differences between offerings (brands)</b>	Dissonans reduction	Habitual routine

Figure 7.1: The B2B market

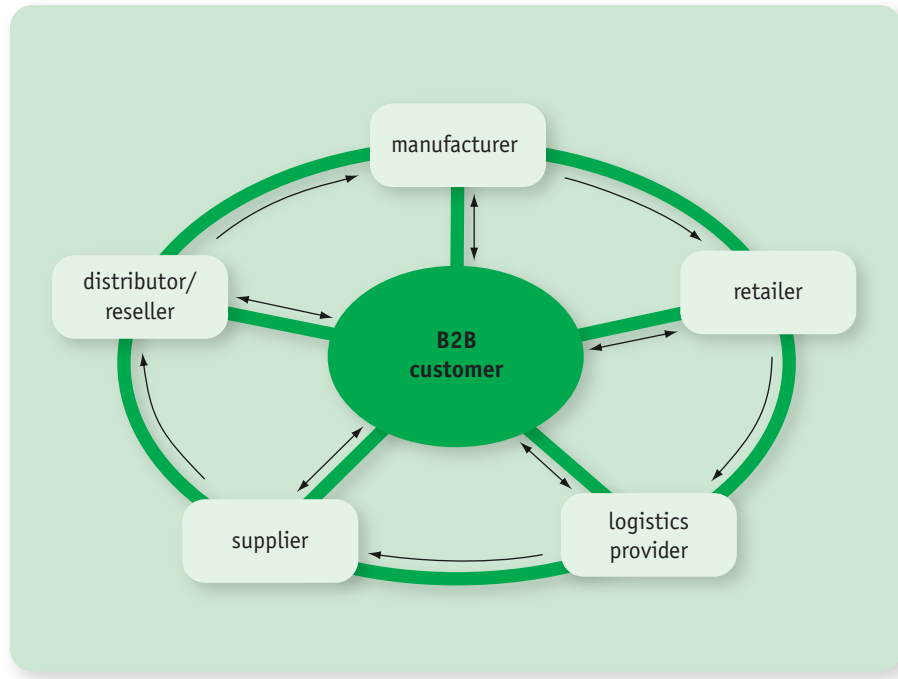


Figure 7.2: Derived demand at B2B markets

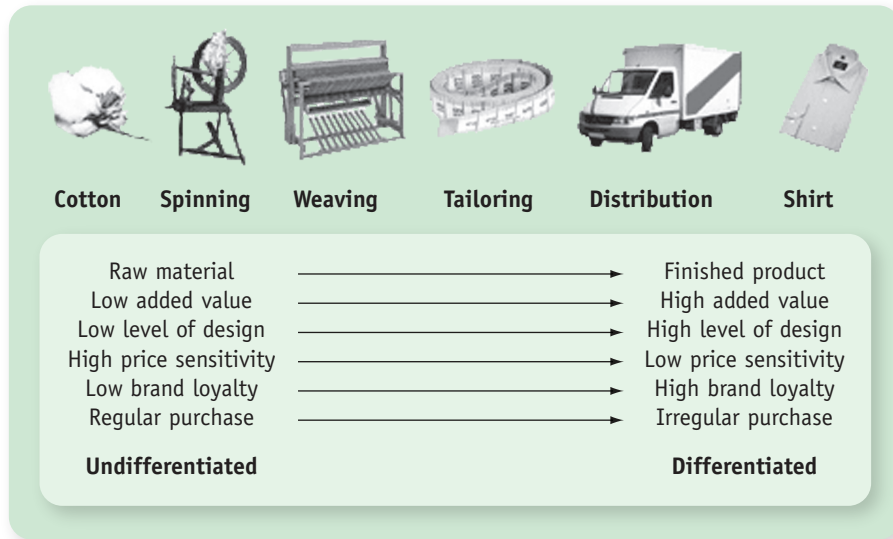


Figure 7.3: Factors influencing the buying behaviour of B2B markets (organizational buying behaviour). Kotler et al. (2009)

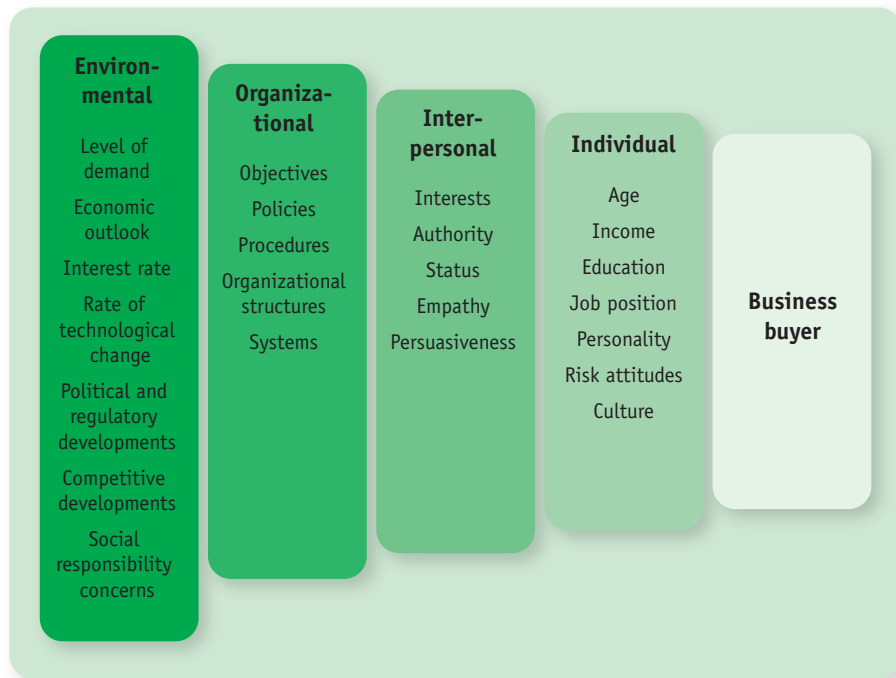


Figure 7.4: The buying decisions at different organizational levels

Type of buying	Process	Example
<b>Strategic</b>	Board of Directors, Management	Changing bank relations
	Long-term influence	Establishing a new IT platform
	Long process (time)	
	Huge impact on the company	
	Large need for information	
	Many people involved	
<b>Tactical</b>	Management, Deputy Manager level	Choosing a new leasing partner
	Limited time horizon	
	Decision process "medium-sized"	
	Moderate impact on the company	
	Some people involved in the process	
<b>Operational</b>	Deputy Manager level or lower	Rebuy of packaging materials
	Short-term horizon	Buying office supplies
	Short decision process	
	Little impact on the company	
	Few or only one decision maker involved	

*Figure 7.5: Phases in the buying process. Nielsen and Wilke (2006)*

1. Problem recognition
2. General definition of need
3. Detailed specification of product and service wanted
4. Search for suppliers
5. Obtaining of propositions
6. Choosing of supplier
7. Specification of order routine
8. Follow up and control

Figure 7.6: An example of the people involved in a buying centre

<b>Example: The purchase of new desks in relation to a renovation in a department in a large company</b>		
<b>Role</b>	<b>Definition</b>	<b>Person</b>
<b>Initiator</b>	Sees the need	An external physiotherapist
<b>Influencer</b>	Is influential but has no decision power	Union representative
<b>Gatekeeper</b>	Acts as a filter blocking the access to relevant decision makers	Secretary
<b>Decision maker</b>	Takes the final economic decision	Finance Director
<b>Buyer</b>	Purchases the product	Purchaser
<b>User</b>	Uses the product	Employees in administration

Figure 7.7: The different roles in the buying centre

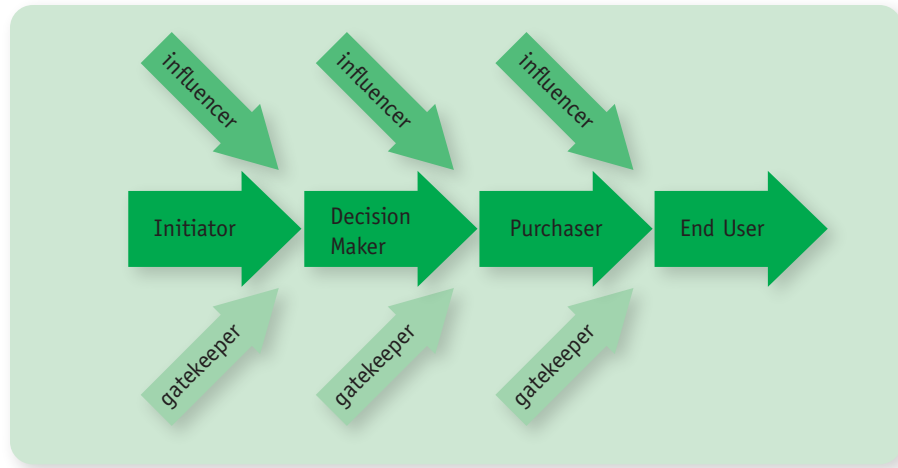


Figure 7.8: The buy grid model. Nielsen and Wilke (2006)

		Buying situation		
		New Buy	Modified Rebuy	Straight Rebuy
Buyphases	1. Problem recognition	Yes	Maybe	No
	2. General need description	Yes	Maybe	No
	3. Product specification	Yes	Yes	Yes
	4. Supplier search	Yes	Maybe	No
	5. Proposal solicitation	Yes	Maybe	No
	6. Supplier selection	Yes	Maybe	No
	7. Order-routine specification	Yes	Maybe	No
	8. Performance review	Yes	Yes	Yes

Figure 7.9: The actual cost of a transaction. Hougaard & Bjerre (2004)

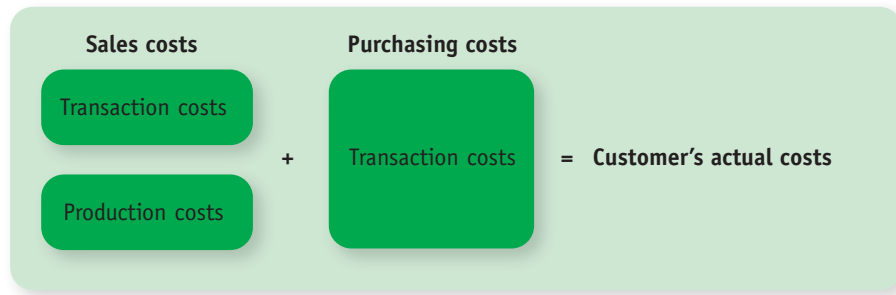


Figure 7.10: Transaction, interaction, and integration

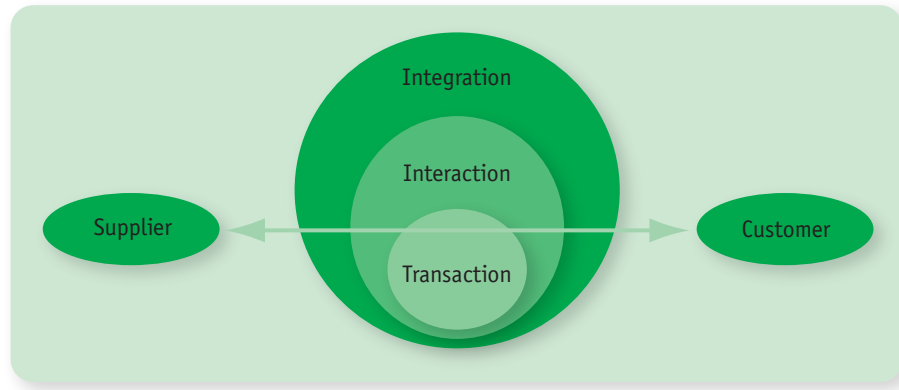


Figure 7.11: Transactions versus relations

Transaction	Relation
The purpose of marketing is to generate sales	...to create a customer
Sales are results and success criteria	...the beginning of the relation/ profit is the success criteria
Business is defined by products	...by customer relations
Price is competition dependent	...is dependent on negotiations
Communication is aggregated	...is individualized and targeted
The value of marketing is dependent on products and prices	...for the existing and future problem solving abilities
The aim is to go through with the next sale and to find the next customer	...satisfy the customer

Figure 7.12: Phases of the marriage model

**Acknowledge**

The parties are becoming aware of each others' existence

**Exploitation**

The interaction is exploited and investigated, decisions are made whether to continue and reinforce the relationship – or to terminate it

**Development**

The relation is developed through integration, more and more dimensions of collaboration are included as the relationship broadens

**Commitment**

The parties are committing themselves, both contractually and informally

**Dissolvment**

The relation is terminated

Figure 7.13: The four dimensions of relations. Hougaard and Bjerre (2004)

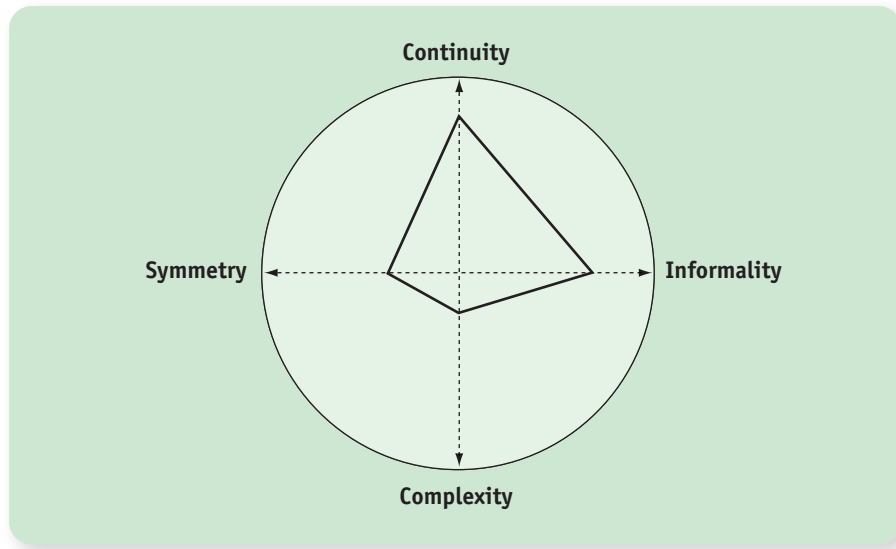


Figure 8.1: The SWOT analysis

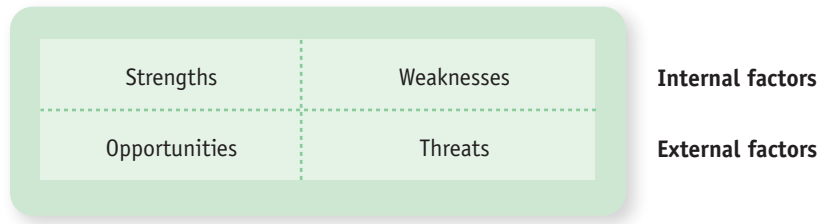


Figure 8.2: SWOT analysis at different levels. Hollensen (2003)

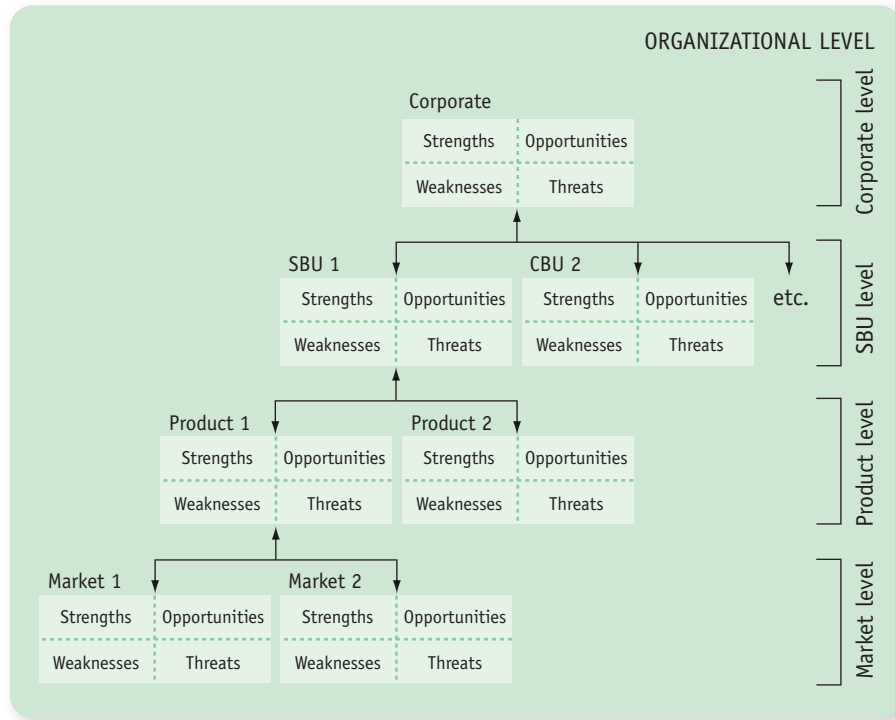


Figure 8.3: An example of a structured SWOT analysis



Figure 8.4: The marketing process

