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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

1) Ben & Jerry's mission to make the world a better place is linked to various organizational and marketing strategies, one of which is
   A) supporting farmers who agree to use sustainable farming practices, implement fair working standards, and invest in local communities.
   B) the intent of making modest profits without sacrificing high product quality standards.
   C) ingredients that are all completely organic and are available only in Vermont to ensure freshness and contribute to the local economy.
   D) a commitment to donating a percentage of profits to Teach for America.
   E) ingredients that come exclusively from developed countries promoting Fair Trade practices.

2) Ben & Jerry's mission-driven approach led the company to successfully implement many highly creative organizational and marketing strategies. One example is
   A) ISO 9000, promoting the quality concept through its commitment to making the finest ice cream from the best ingredients.
   B) "linked prosperity," which encourages the success of all constituents including employees.
   C) Regeneration Nation, generating enough revenue for the firm to be a completely nonprofit organization.
   D) Give and Go, donating 10 percent of its net profits to local charitable causes and an additional 5 percent to support producers that practice sustainable farming.
   E) elimination of single-use plastic by discontinuing the offering of plastic straws and spoons.

3) Ben & Jerry's has earned B-Corp certification, which means it has
   A) reached the goal of generating enough revenue to be a completely nonprofit organization.
   B) a sustainable financial basis of profitable growth, increasing value for stakeholders and expanding opportunities for development and career growth for employees.
   C) the goal of making profits for selected charitable organizations such as Fair Trade.
   D) met a rigorous set of standards for social and environmental performance, accountability, and transparency.
   E) been instrumental in expanding into international markets by creating dairies for developing nations.

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4) Which statement regarding Ben & Jerry's is most accurate?
   A) Ben & Jerry's is owned by Unilever, the market leader in the global ice cream industry.
   B) Ben & Jerry's is a privately owned ice cream producer.
   C) Ben & Jerry's prides itself on offering more ice cream flavors than its competitors.
   D) Ben and Jerry are not real people; the names were a clever reference to Tom and Jerry cartoon characters in order to capitalize on childhood nostalgia.
   E) Ben & Jerry's has only been in business for 20 years and is already the industry leader in premium ice cream.

5) A(n)_____ is a legal entity that consists of people who share a common mission.
   A) department
   B) organization
   C) SBU
   D) industry
   E) market

6) In marketing, an organization refers to a
   A) legal entity that consists of people who share a common mission.
   B) group of people united through contractual or corporate ownership.
   C) legal entity engaged in business activities solely with the intent of making a profit.
   D) legal entity engaged in business activities solely with the intent of serving its employees without the intent of making a profit.
   E) privately owned entity that serves its customers to earn a profit so that it can survive.

7) A(n)_____ is a good, service, or idea that creates value for both the organization and its customers by satisfying their needs and wants.
   A) exchange
   B) countertrade
   C) profit center
   D) offering
   E) industry

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8) In marketing, an offering refers to
   A) the formal designation of a publicly traded stock for a specific product, service, or idea.
   B) a form of currency used by buyer and seller to minimize the tax burden for both parties.
   C) a good, service, or idea that creates value for both the organization and its customers by satisfying their needs and wants.
   D) the manufacturer's suggested retail price of a product or service to the general public or the wholesale price to distributors and retailers.
   E) the service suppliers and distributors provide to help manufacturers bring a product to market.

9) Organizations can be divided into three types:
   A) company, nonprofit, and cooperative.
   B) corporation, employee-owned, and interest.
   C) for-profit, nonprofit, and government.
   D) employee, distributor, and customer.
   E) public, private, and international.

10) A(n)_____ is a privately owned organization that serves its customers to make money so that it can survive.
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   A) agency
   B) for-profit organization
   C) institution
   D) nonprofit organization
   E) cooperative

11) A for-profit organization refers to a
   A) subsidiary, division, or unit of an organization that markets a set of related offerings to a clearly defined group of customers.
   B) legal entity engaged in business activities solely with the intent of serving its employees without the intent of making a profit.
   C) privately owned organization that serves its customers to make money so that it can survive.
   D) group of people united through contractual or corporate ownership.
   E) publicly owned organization that serves the general population.

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12) _____ the reward to a business firm for the risk it undertakes in marketing its offerings.
A) Shareholders' equity is
B) Profit is
C) Assets are
D) Contribution margin is
E) Goodwill is

13) Profit refers to the
A) point at which a company's assets equal its liabilities plus shareholder equity.
B) difference between the list and final price of a product or service.
C) money earned when the economic order quantity is minimized.
D) money left over after a business firm's total expenses are subtracted from its total revenues.
E) total amount of revenue accrued through product sales or service distribution.

14) Julio printed 70 t-shirts for a political rally on campus. His costs to buy the shirts and have them printed were $500. He planned to sell them for $15 each, for a total of $1050. If he sold them all, what would his profit be?
A) $500
B) $1050
C) $1550
D) $550
E) $1000

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15) A nonprofit organization is
A) a nongovernmental organization that serves its customers but does not have making money as an organizational goal.
B) a legal entity engaged in business activities solely with the intent of serving its employees without the intent of making a profit.
C) a publicly owned organization that serves the general population.
D) a group of people united through contractual or corporate ownership.
E) a privately owned organization that serves its customers to earn a profit so that it can survive.

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16) A_____ is a nongovernmental organization that serves its customers but does not have making money as an organizational goal.
A) business firm
B) subchapter S corporation
C) service agency
D) cooperative
E) nonprofit organization

17) A_____ is a federal, state, county, or city unit that provides a specific service to its constituents.
A) business firm
B) subchapter S corporation
C) government agency
D) cooperative
E) nonprofit organization

18) Social entrepreneurs who start new ventures such as Teach for America and Recidiviz often structure them as_____ rather than as business firms.
A) business agencies
B) nonprofit organizations
C) government agencies
D) cooperatives
E) social service agencies

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19) Which statement best describes the most significant difference between a for-profit organization or business firm and a nonprofit organization?
A) Business firms earn a profit each year while nonprofits operate at a deficit annually.
B) Nonprofit organizations do not carry on economic activities while business firms do.
C) Nonprofit organizations are concerned with social issues and business firms are not.
D) Both serve customers, but business firms seek a profit while nonprofit organizations do not.
E) Nonprofit organizations are publicly owned and business firms are privately owned.

20) An example of a nonprofit organization is
A) the Food and Drug Administration.
B) CVS Pharmacies.
C) the medical technology company Medtronic, Inc.
D) the pharmaceutical company Pfizer, Inc.
E) Vitalant, a blood donation organization.

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21) Cree markets LED (light-emitting diode) bulbs, selling them for a profit. A Cree LED bulb replaces the traditional incandescent bulb, consuming 85 percent less energy and lasting for 25,000 hours. Cree is an example of a(n)
A) cooperative.
B) industry.
C) nonprofit organization.
D) business firm.
E) government agency.

22) Recidiviz compiles and standardizes data across state and federal prisons to help prevent outbreaks of illnesses, such as the COVID-19 virus, and to release prisoners who have successfully completed treatment programs. To date, it has assisted 30 states in preventing outbreaks, and it has helped identify more than 40,000 inmates as candidates for release. Recidiviz is an example of a(n)
A) cooperative.
B) industry.
C) nonprofit organization.
D) business firm.
E) government agency.

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23) Ling is in the business of connecting homeless with free shelters, and she funds her business through charitable donations and by placing ads in the shelters. She takes a small salary but reinvests whatever is left to grow the operation. Ling's business is a
A) business firm.
B) subchapter S corporation.
C) charitable service agency.
D) cooperative.
E) nonprofit organization.

24) _____ can use a variety of organizational models to address social needs that inspire a mission, including health care delivery, the cost of higher education, and agricultural efficiency.
A) Corporate welfare
B) A social entrepreneur
C) Sustainable development
D) Cause marketing
E) Societal capitalism

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25) Teach For America works to solve which societal problem?
- A) It provides new college graduates as teachers in urban and rural public schools in the United States.
- B) It works to end corneal blindness worldwide by training doctors to do corneal surgeries, finding cornea donors and creating tissue banks.
- C) It provides education, training, and small business loans to women in impoverished areas so that they can help themselves.
- D) It offers free access to graduate education for injured U.S. veterans returning from overseas conflict.
- E) It offers tax credits to small businesses to employ at-risk youth in their communities.

26) Teach For America is an example of a(n)
- A) entrepreneurial business firm.
- B) government agency.
- C) nonprofit organization.
- D) public value agency.
- E) 501(c)(3) for-profit organization.

27) According to the text, the terms *firm, company,* and *organization*
- A) refer to for-profits, nonprofits, and government agencies, respectively.
- B) refer to nonprofits, government agencies, and for-profits, respectively.
- C) refer to government agencies, for-profits, and nonprofits, respectively.
- D) refer to for-profits, government agencies, and nonprofits, respectively.
- E) can be used interchangeably to cover both profit and nonprofit organizations.

28) Organizations that develop similar offerings, when grouped together, create a(n)
- A) conglomerate.
- B) merger.
- C) industry.
- D) sector.
- E) monopoly.

29) An industry refers to
- A) organizations that develop similar offerings.
- B) organizations that manufacture identical products to meet ISO 9000 specifications.
- C) companies that are active in the production of materials used in finished products.
- D) a group of people or firms united through strategic alliances.
- E) the economic activity concerned with the selling of finished products to wholesalers and retailers.

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30) Each of these is an example of an industry *except* which?
- A) software firms
- B) automobile companies
- C) fashion businesses
- D) government agencies
- E) cable television organizations

31) An organization's long-term course of action designed to deliver a unique customer experience while achieving its goals is a
- A) marketing device.
- B) policy.
- C) strategy.
- D) plan.
- E) tactic.

32) Strategy refers to a(n)
- A) organization's long-term course of action designed to deliver a unique customer experience while achieving its goals.
- B) organization's corporate tactical or action plan.
- C) statement of an accomplishment of a task to be achieved by a certain time.
- D) statement of the organization's function in society, often identifying its customers, markets, product, and technologies.
- E) road map for the entire organization for a specified future period of time, such as one or five years.

33) Which statement about strategy is most accurate?
- A) An organization can be all things to all people because it has access to all the resources it needs to discover and satisfy the needs and wants of its target markets.
- B) The marketing department helps to both set an organization's direction and move it there.
- C) The American Marketing Association (AMA) has recently established the definition of strategy.
- D) Strategy is an organization's short-term course of action designed to deliver a specific customer experience while achieving its internal standards.
- E) Only start-up organizations must develop strategies to help them raise capital as well as focus and direct their efforts to accomplish their goals.

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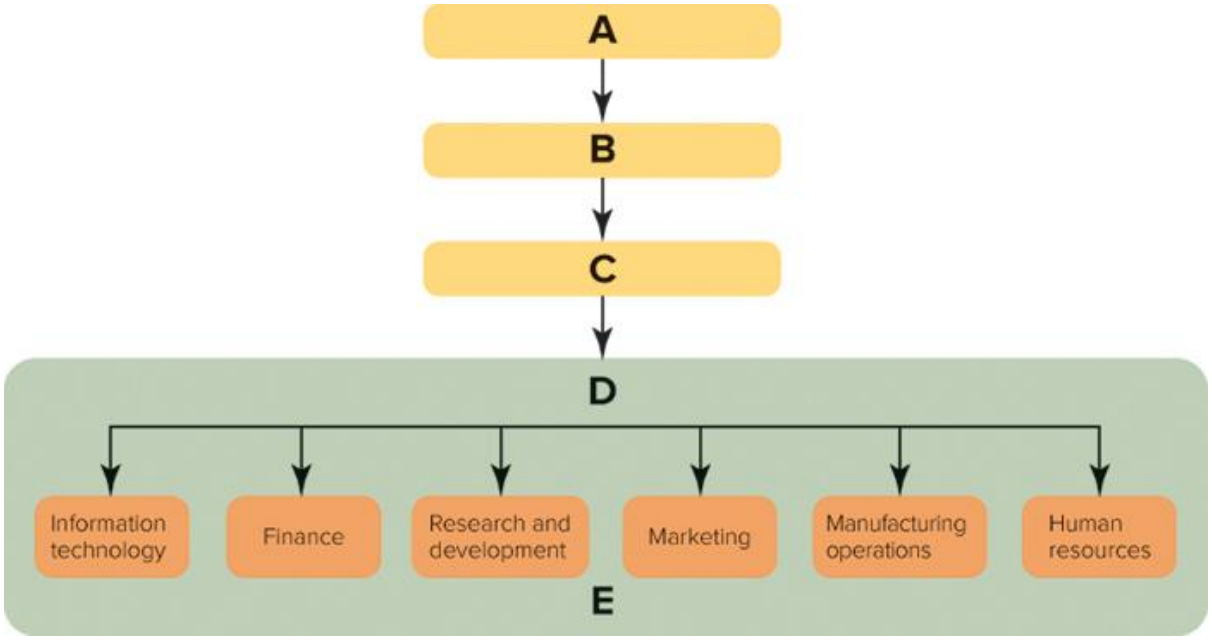
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34) Large organizations are extremely complex, and usually consist of_____ organizational levels overseen by a board of directors.

A) two
B) three
C) five
D) six
E) seven or more

35) In Figure 2-1, Box A represents the _____ that oversees the three levels of strategy in an organization.



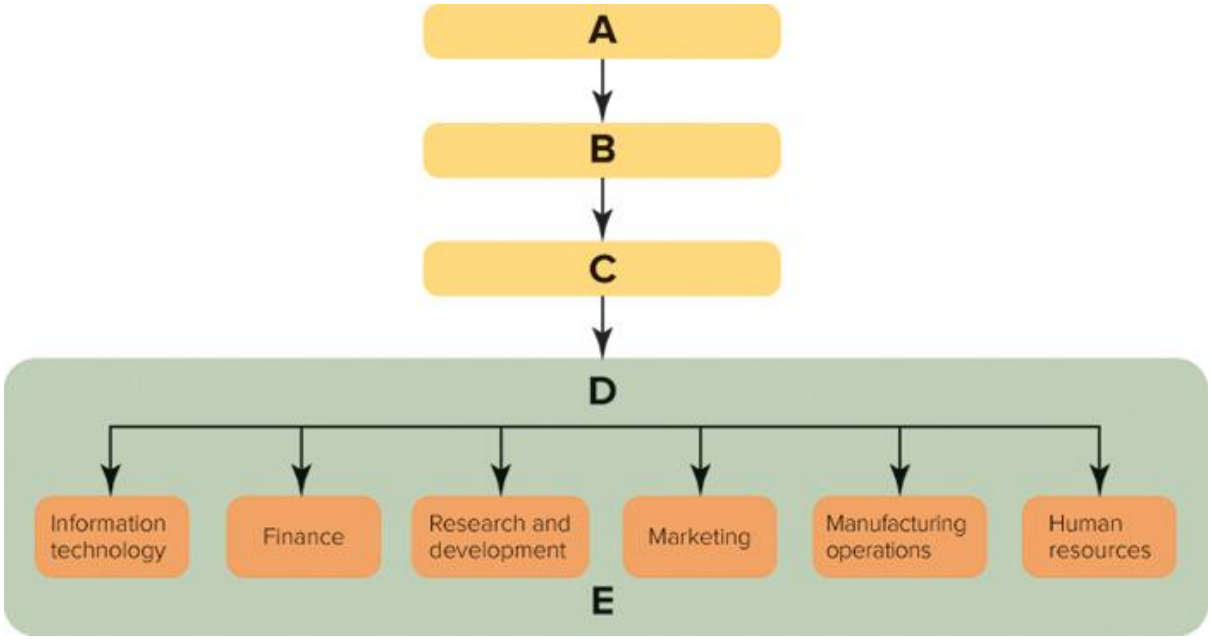
A) functional level
B) board of directors
C) corporate level
D) CEO
E) strategic business unit level

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36) In Figure 2-1, B represents the _____, the highest of the three levels of strategy in an organization.



A) functional level
B) board of directors
C) corporate level
D) CEO
E) strategic business unit level

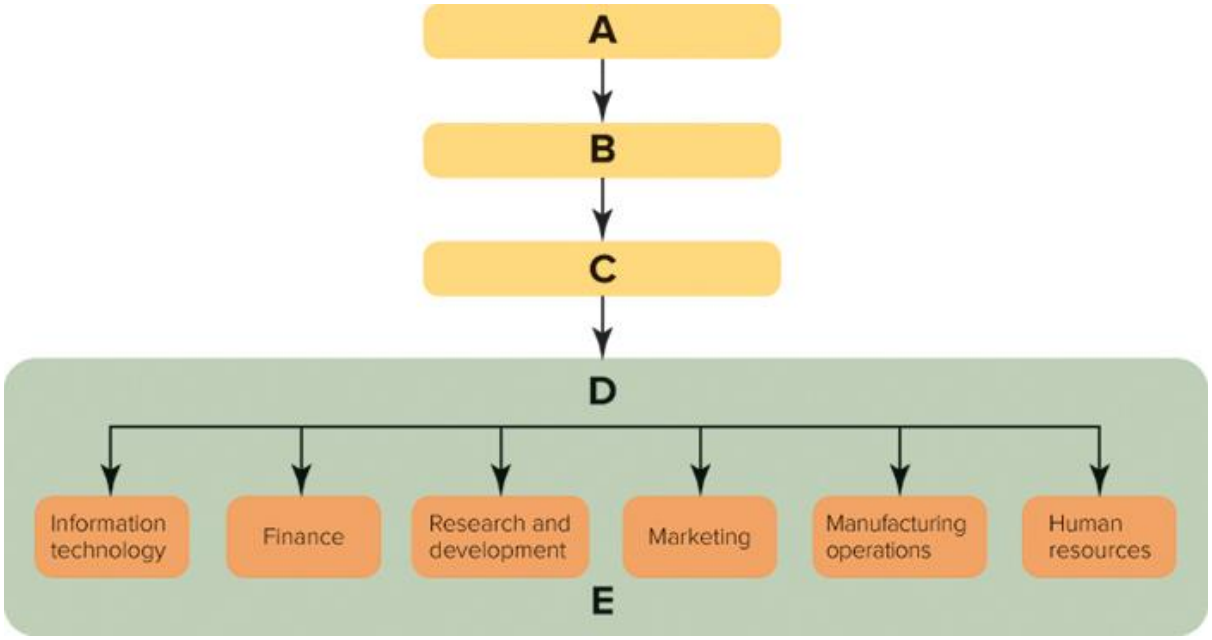
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37) In Figure 2-1, C represents the _____ of an organization.



A) strategic business unit level
B) board of directors
C) corporate level
D) functional level
E) CMO

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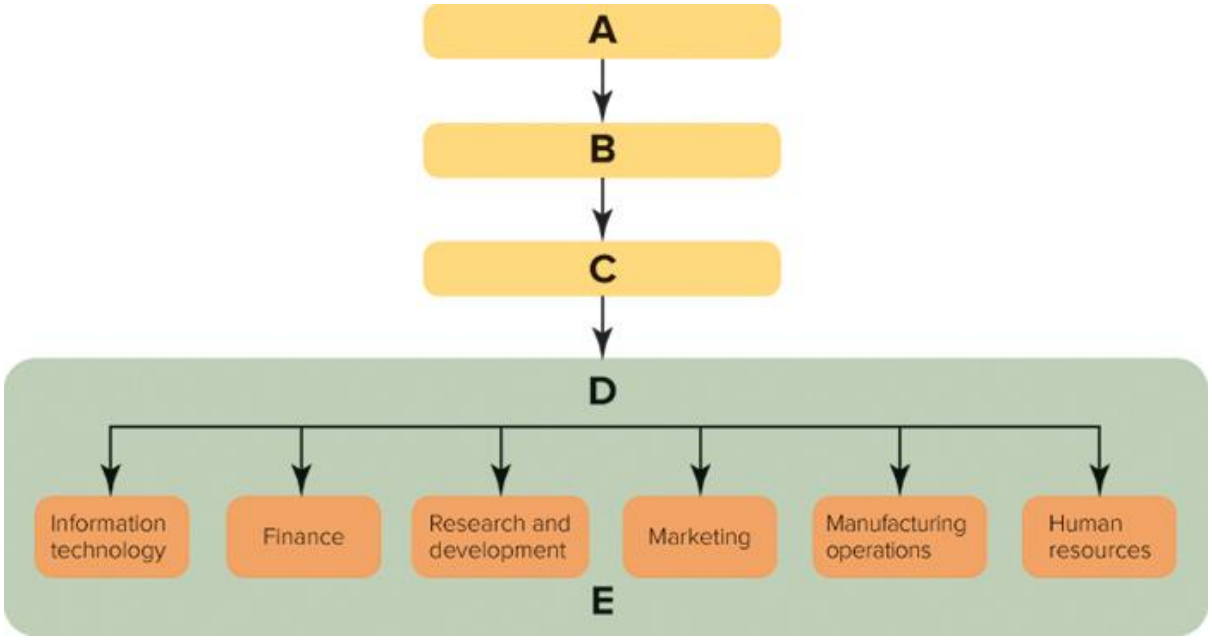
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38) In Figure 2-1, D represents the _____ of an organization that is comprised of individual departments.



A) strategic business unit level
B) board of directors
C) corporate level
D) functional level
E) CMO

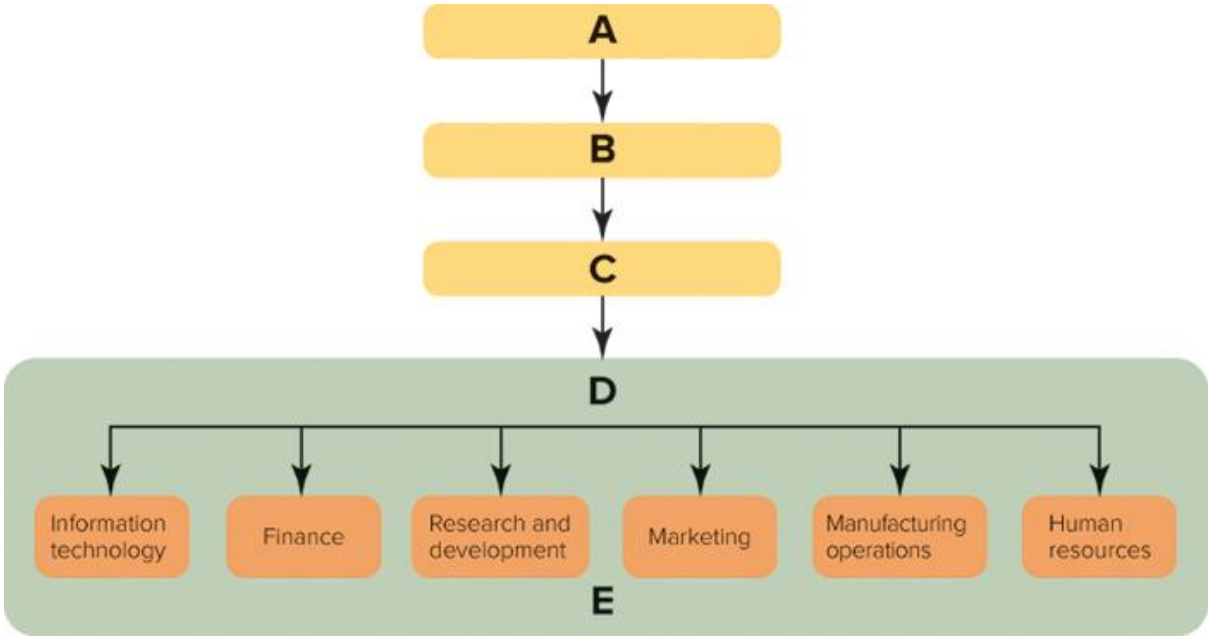
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39) In Figure 2-1, E represents the _____ that make up the functional level of an organization.



A) board of directors
B) executive level
C) hourly employees
D) production personnel
E) departments

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40) A board of directors of an organization
A) represents the functional level.
B) oversees the three levels of strategy.
C) is equivalent to the corporate level.
D) reports to the CEO.
E) represents the strategic business unit level.

41) The level in an organization where top management directs overall strategy for the entire organization is the_____ level.
A) corporate
B) functional
C) directive
D) strategic
E) tactical

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42) Within the corporate level of an organization, top management
A) develops marketing strategies and tactics for the marketing department to implement.
B) directs overall strategy for the entire organization.
C) executes all marketing program actions to ensure consistency of performance.
D) develops overall sales projections not only for the short term but also for a period of at least two to five years.
E) supervises the hiring, firing, and training of all marketing department personnel.

43) At the corporate level in an organization,
A) the department heads direct overall strategy for the entire organization.
B) groups of specialists actually create value for the organization.
C) a small number of people from different departments are mutually accountable to accomplish a task or a common set of performance goals.
D) a subsidiary, division, or unit of an organization markets a set of related offerings to a clearly defined group of customers.
E) top management directs overall strategy for the entire organization.

44) The CEO of an organization
A) is usually at the strategic business unit level.
B) is usually a member of the board of directors.
C) outranks the corporate level. TBEXAM.COM
D) does not oversee the daily operations.
E) is typically also the CMO.

45) The highest-ranking person in an organization who oversees the organization's daily operations and spearheads its strategy planning efforts is often referred to as the
A) corporate executive overseer.
B) chief executive officer.
C) corporate executive official.
D) chief marketing officer.
E) coordinating executive official.

46) Christian Klein is the CEO of SAP, which is a company that sells expensive enterprise resource planning software to large and mid-sized companies. Klein is part of the_____ level of his organization.
A) business unit
B) functional
C) corporate
D) strategic
E) tactical

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47) Overseeing strategic marketing efforts at the corporate level would most likely be the responsibility of the
A) CEO.
B) CMO.
C) CPM.
D) CPO.
E) COO.

48) In recent years, many large firms have changed the title of the head of marketing from vice president of marketing to
A) chief executive officer.
B) corporate marketing official.
C) coordinating marketing officer.
D) chief marketing officer.
E) corporate marketing executive.

49) A strategic business unit (SBU) refers to a
A) single product or service identification code used to identify items for strategic marketing planning purposes.
B) small number of people from different departments in an organization who are mutually accountable to accomplish a task or common set of performance goals.
C) strategic product that has a unique brand, size, or price.
D) privately owned franchise under the auspices of a larger group or organization bearing the same name.
E) subsidiary, division, or unit of an organization that markets a set of related offerings to a clearly defined group of customers.

50) A subsidiary, division, or unit of an organization that markets a set of related offerings to a clearly defined group of customers is a
A) strategic business unit.
B) strategic industry level.
C) private corporation.
D) product grouping.
E) marketing department.

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51) The level at which managers set a more specific strategic direction for their businesses to exploit value-creating opportunities is the_____ level.
A) marketing department
B) strategic business unit
C) corporate
D) functional
E) board of directors

52) The strategic business unit level
A) works most directly with the organization's target customers.
B) directs the overall strategy for the organization.
C) is most likely to change substantially over time.
D) provides more end-user analysis in order to design more customer-directed products.
E) defines a more specific strategic direction to exploit value-creating opportunities.

53) Which statement regarding an organization's strategic business unit level is most accurate?
A) The strategic business unit level is the level that works most directly with an organization's targeted customers.
B) The overall strategy for the organization is directed at the strategic business unit level.
C) In the most complex organizations, the corporate level and the strategic business unit level may merge.
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D) More end-user analysis is provided at the strategic business unit level than at the functional level.
E) The strategic direction is more specific at the strategic business unit level than at the corporate level.

54) The specialists within an organization who actually create value are usually a member of the
A) strategic business unit level.
B) functional level.
C) corporate level.
D) board of directors.
E) CMO.

55) A part of the key role of marketing is to
A) support the board of directors.
B) operate at the corporate level.
C) look outward by listening to customers.
D) manage executives.
E) deliver strategic business decisions.

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56) Each strategic business unit has marketing and other specialized activities (e.g., finance, manufacturing, or research and development) at the_____ level.
A) strategic
B) corporate
C) functional
D) business unit
E) tactical

57) At the functional level in an organization,
A) groups of specialists actually create value for the organization.
B) employees perform assigned tasks without actually having input into the decision-making process.
C) all financial outlays are made.
D) all company hiring and firing occurs.
E) the strategic planners in SBUs make all decisions regarding which product benefits will be highlighted during a promotional campaign.

58) At the functional level, the organization's strategic direction becomes
A) much more manageable since its offerings have been finalized.
B) the most specific and most focused in terms of implementing the company's goals.
C) broader since for less complex firms, the corporate and functional levels may merge.
D) more general to avoid the "not invented here syndrome" that could result in missed opportunities.
E) the sole responsibility of the CEO.

59) Which statement would most likely be heard at the functional level of an organization?
A) "We need to divest our Canadian operations that are performing poorly."
B) "How large a budget can we allot to the marketing department?"
C) "We plan to implement an Instagram advertising initiative within 60 days."
D) "We should hire the most culturally diverse cross-functional team possible in order to generate the best new-product ideas."
E) "What dividends should we pay stockholders next quarter?"

60) Specialized functions such as marketing and finance are generally referred to as
A) cross-functional teams.
B) managerial groups.
C) divisions.
D) departments.
E) strategic business units.

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61) At the functional level, the marketing department
- A) solicits talent from all levels of the organization for strategic corporate planning sessions.
- B) promotes its goals to the organization's stakeholders.
- C) looks outward, in part by listening to customers.
- D) develops the corporate culture.
- E) defines the overall strategic direction of the organization.

62) A key role of the marketing department is to "look outward." This is accomplished by
- A) allocating financial resources across strategic business units.
- B) communicating the vision of the marketing department forcefully enough to be incorporated into the overall mission of the company.
- C) forming cross-functional teams to help solve the organization's marketing problems.
- D) implementing new accounting regulations passed by legislators.
- E) listening to customers in order to inform decisions for developing and producing offerings.

63) Small groups of people from different departments in an organization who are mutually accountable to accomplish a task or a common set of performance goals are
- A) designated teams.
- B) strategic business units.
- C) cross-functional teams.
- D) business committees.
- E) venture squads.

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64) Cross-functional teams refer to
- A) members of an organization who have been trained in multiple disciplines so they can easily move from one job to another as needed.
- B) situations where two departments within the same company have opposing views about how a product should be developed and managed.
- C) departments within an organization that carryout multiple functions due to financial constraints within the company.
- D) a small number of people from different departments who are mutually accountable to accomplish a task or a common set of performance goals.
- E) departments within an organization that manage the same product with distinctly different marketing programs to reach different target markets.

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65) When a company is developing new offerings, marketing may provide staff to serve as part of a(n)_____, joining others from different departments who are mutually accountable to this task.
A) cross-functional team
B) department
C) strategic business unit
D) organization
E) business consortium

66) On the northern tip of Goose Island in the Chicago River sits the William Wrigley Jr. Company's Global Innovation Center. Here, Wrigley creates new products using a joint effort by some 250 full-time food scientists, researchers, and marketers. The people who work in this center are most likely members of a(n)
A) innovation squad.
B) business consortium.
C) multiple strategic directional team.
D) strategic evaluation team.
E) cross-functional team.

67) IBM regularly creates what it calls global action teams, which take people from functional groups and bring them together to work on large client projects. These global action teams are a type of
A) innovation group.
B) business consortium.
C) tactical group.
D) SWOT team.
E) cross-functional team.

68) Successful organizations must be forward-looking, which includes the ability to
A) develop strategies based on those that were successful in the past.
B) first be backward-looking, examining the past carefully to learn from mistakes.
C) anticipate future events and respond quickly and effectively.
D) hire the most culturally diverse team possible in order to generate the best new ideas.
E) involve all stakeholders of the organization when defining its business mission.

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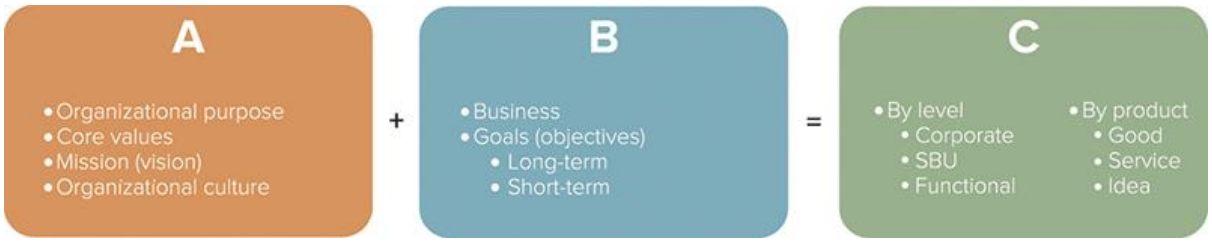
69) In general, a visionary organization asks which three types of questions to specify its foundation, set a direction, and formulate strategies?

A) why, when, where
B) what, by whom, how
C) how, when, where
D) why, what, how
E) who, why, when

70) Which key element must be specified by a visionary organization?

A) exceed financial goals
B) set a direction
C) establish detailed marketing tactics
D) assign job responsibilities
E) establish an organizational chart

71) In Figure 2-2, Box A represents the "why" element of visionary organization. This is referred to as the organizational



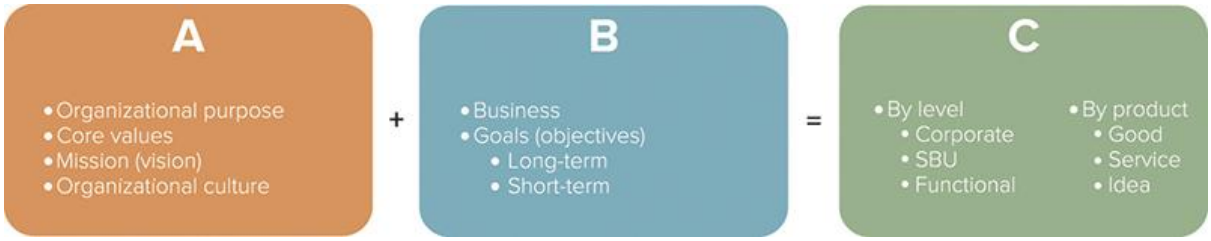
A) foundation.
B) tactics.
C) mission.
D) direction.
E) strategies.

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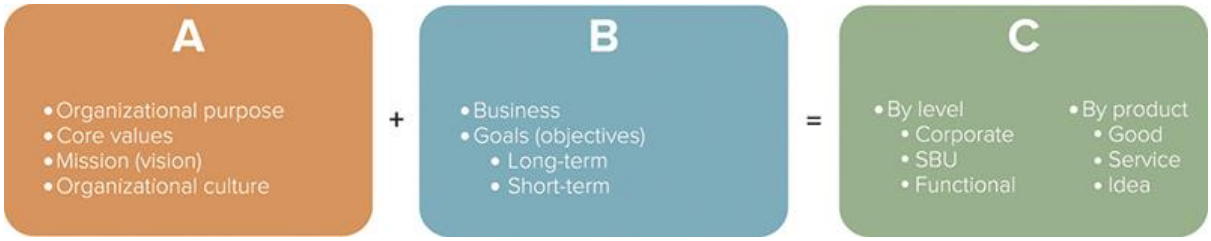
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72) In Figure 2-2, B represents the "what" element of visionary organization. This is referred to as the organizational



A) tactics.
B) mission.
C) foundation.
D) direction.
E) strategies.

73) In Figure 2-2, C represents the "how" element of visionary organization. This is referred to as the organizational



A) tactics.
B) mission.
C) foundation.
D) direction.
E) strategies.

74) The philosophical reason for an organization's existence is referred to as its organizational

A) strategy.
B) direction.
C) foundation.
D) goal.
E) business.

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75) An organization's foundation can be broken into four key elements:
A) products, services, goals, and ideas.
B) business format, industry definition, long-term goals, and short-term objectives.
C) board of directors, top management, line employees, and stakeholders.
D) board-level strategies, corporate-level strategies, SBU-level strategies, and functional-level strategies.
E) organizational purpose, core values, mission or vision, and organizational culture.

76) An organizational foundation
A) specifies the firm's goals.
B) defines the business that it is in.
C) empowers stakeholders to have a voice in the strategic marketing process.
D) is its philosophical reason for being—why it exists.
E) is the company, its product, and its customers.

77) An organization's foundation includes all of these *except* which?
A) organizational culture
B) business definition
C) organizational purpose.
D) core values
E) mission

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78) An organization's foundation includes which element?
A) mission
B) business definition
C) goals
D) strategic levels
E) offerings

79) As part of a firm's foundation, organizational_____ describes why an organization exists, what problems it wishes to solve, and what it wants to be to every person it touches through its work.
A) mandate
B) culture
C) strategy
D) purpose
E) alignment

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80) What serves as the basis for an organization's core values, mission and culture?
A) goals
B) organizational purpose
C) organizational structure
D) a business model
E) strategies

81) An organization's_____ are the fundamental, passionate, and enduring principles that guide its conduct over time.
A) goals
B) cultures
C) strategies
D) core values
E) mission statements

82) Core values refer to
A) the cultural ethos of an organization.
B) proprietary values of a firm.
C) written mission statements that express an organization's goals and objectives.
D) the personal moral and ethical codes of a firm's stakeholders.
E) the fundamental, passionate, and enduring principles that guide an organization's conduct over time.

83) A firm's_____ are timeless, capturing its heart and soul, and serve to inspire and motivate its stakeholders.
A) core values
B) strategic goals
C) offerings
D) corporate strategies
E) corporate ethics

84) An organization's core values are most effective when communicated to and supported by
A) competitors.
B) top management and employees.
C) suppliers.
D) resellers.
E) government regulators.

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85) An organization's core values
A) are developed by cross-functional teams for all levels of an organization.
B) are important to the founders but rarely motivate a firm's stakeholders.
C) change as an organization's offerings change.
D) guide the organization's conduct.
E) cannot be separated from the financial realities of that organization.

86) Among the seven_____ at IKEA are humbleness and willpower, leadership by example, daring to be different, and togetherness and enthusiasm.
A) sustainability doctrines
B) goals and objectives
C) core values
D) moral imperatives
E) functional strategies

87) Employees at fashion apparel company Elliot Lucca work to embody its_____, which include trust (being honest and credible), action (making independent decisions), and ownership (treating the company as if one were a founder).
A) sustainability doctrines
B) goals and objectives
C) core values
D) moral imperatives
E) functional strategies

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88) The Ben & Jerry's website states: "Central to the mission of Ben & Jerry's is the belief that all three parts [product mission, economic mission, social mission] must thrive equally in a manner that commands deep respect for individuals in and outside the company and supports the communities of which they are a part." This statement reflects Ben & Jerry's
A) sustainability doctrine.
B) goals and objectives.
C) core values.
D) moral distinctions.
E) functional strategy.

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89) An organization's employees, shareholders, board of directors, suppliers, distributors, creditors, unions, government, local communities, and customers are its
A) stakeholders.
B) stockholders.
C) competitors.
D) target audience.
E) organizational community.

90) All of these are examples of an organization's stakeholders *except* which?
A) government
B) competitors
C) shareholders
D) suppliers
E) customers

91) Which statement regarding stakeholders is most accurate?
A) Employees are typically not classified as a stakeholder group because they are internal to the organization.
B) There are only three types of stakeholders: customers, suppliers, and distributors.
C) All stakeholders are internal to the organization.
D) Stakeholders are a varied group; all are in some way affected by how well a company performs.
E) Stakeholders are only those that have an ownership stake in an organization.

92) By understanding its purpose and core values, an organization can take steps to define its_____, a statement of the organization's function in society that often identifies its customers, markets, products, and technologies.
A) customer value proposition
B) doctrine
C) philosophy
D) mission
E) code of ethics

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93) An organization's mission refers to
A) the target goal it sets for current profits based on enacting a comprehensive strategic plan.
B) the target objective it projects for future market share based on enacting a comprehensive strategic plan.
C) the fundamental, passionate, and enduring principles that guide its conduct over time.
D) specific strategies and tactics that will be used to counteract any competitor's advantages.
E) a statement of the organization's functions in society that often identifies its customers, markets, products, and technologies.

94) The terms_____ and *mission statement* are often used interchangeably.
A) idea
B) objective
C) vision
D) goal
E) protocol

95) Often used interchangeably with the term *vision*, a_____ frequently has a meaningful theme and a long-term orientation.
A) point of difference
B) mission statement
C) business definition
D) customer value proposition
E) marketing plan

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96) A mission statement should be all of these *except* which?
A) actionable
B) inspirational
C) long term
D) meaningful
E) concise

97) A mission statement should be
A) flexible.
B) meaningful.
C) quantitative.
D) trademarked.
E) clever.

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98) Which of these is one of the qualities of a good mission statement?
A) idealistic
B) long-term
C) fact-based
D) complex
E) permanent

99) The_____ for the American Red Cross is "to prevent and alleviate human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors."
A) core benefit proposition
B) business definition
C) sustainability doctrine
D) mission statement
E) customer value proposition

100) The_____ for Facebook is "To give people the power to share and make the world more open and connected."
A) sustainability doctrine
B) core benefit proposition
C) mission statement
D) corporate philosophy
E) code of ethics

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101) "Bumble is a platform and community that creates empowering connections in love, life, and work . . . [and promotes] accountability, equality, and kindness in an effort to end misogyny and re-write archaic gender roles" is the_____ for the online dating service where women make the first move.
A) sustainability doctrine
B) core benefit proposition
C) corporate philosophy
D) mission statement
E) code of ethics

102) Recently, many organizations have added_____ to their mission statements.
A) a business definition
B) a social element to reflect an ideal that is morally right and worthwhile
C) an economic element to promote profit maximization
D) an expanded definition of stakeholders to include its competitors
E) their level of pricing and product quality

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103) A set of values, ideas, attitudes, and norms of behavior that is learned and shared among the members of an organization is its
A) mission statement.
B) core value proposition.
C) organizational culture.
D) corporate philosophy.
E) core benefit proposition.

104) Organizational culture refers to
A) the personal moral and ethical codes of an organization's top management.
B) a written statement expressing an organization's goals and objectives to be achieved through enacting a comprehensive strategic plan.
C) the fundamental, passionate, and enduring principles that guide an organization's conduct over time.
D) the ethos of an organization that excludes its core values.
E) a set of values, ideas, attitudes, and norms of behavior that is learned and shared among the members of an organization.

105) Which statement regarding organizational culture is most accurate?
A) Organizational culture exists only at the corporate level of an organization.
B) Organizational culture involves communicating and connecting with all of the firm's stakeholders.
C) Organizational culture is best used only at the functional level for the most effective results.
D) Organizational culture cannot be learned or taught.
E) Organizational culture is a statement of the organization's function in society.

106) George Zimmer, the former CEO of Men's Wearhouse, was known to the public as the bearded company pitchman who sells suits and sport coats on TV declaring, "You'll like the way you look. I guarantee it!" He also said that to be successful, "You've got to have a company that starts with trust and fairness." Zimmer was establishing_____ for Men's Wearhouse.
A) a vision
B) a mission statement
C) a pathos
D) a behavioral protocol
E) an organizational culture

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107) Recently, St. Joseph Hospital was named one of the "Best Places to Work in Indiana" for the sixth consecutive year. The hospital touts universal values to "keep health care human," and employees consistently put patients first, which unites them in a common goal. Former hospital president Kathy Young believed that St. Joseph's_____ makes both employees and patients happier in the hospital.

A) vision
B) service offerings
C) organizational culture
D) pathos
E) behavioral protocol

108) The organizational_____ answers the question, "What will it do?"

A) foundation
B) direction
C) culture
D) strategy
E) mission

109) In the context of organizational direction, the term *business* refers to

A) the daily operational decisions that must be implemented for an organization to remain viable.
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B) exchange transactions between seller and buyer in order for the seller to make sales and earn profits.
C) the clear, broad, underlying industry or market sector of an organization's offering.
D) an organization that develops an offering.
E) the objectives of a firm and the strategies and tactics that will allow it to achieve them.

110) The clear, broad, underlying industry or market sector of an organization's offerings is its

A) business.
B) trade group.
C) market.
D) competitive set.
E) product grouping.

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111) _____ argued that leaders of 20th century American railroads defined their business too narrowly, thus failing to create strategies to compete with airlines, barges, pipelines, and trucks.

A) Earl Bakken
B) Mark Zuckerberg
C) Reed Hastings
D) Theodore Levitt
E) Steve Jobs

112) According to Theodore Levitt, in terms of an organization's business, railroads lost market share in the 20th century because they

A) had less flexible routes than trucking.
B) defined their business too narrowly.
C) tried to create a business that appealed equally to all people.
D) priced their services too high.
E) were simply an outmoded form of transportation.

113) In the 20th century, leadership of the railroads let airlines, barges, pipelines, and trucks take business away from them because their strategies were developed only for the railroad business, rather than a broader definition of the_____ business.

A) transportation
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B) transcontinental shipping
C) passenger travel
D) product delivery
E) bulk cargo

114) The strategies an organization develops to provide value to the customers it serves are called

A) the mission statement.
B) an objective goal.
C) the vision statement.
D) the business model.
E) a protocol.

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115) A business model
A) is a road map for the marketing activities of an organization for a specified future time period.
B) consists of the strategies an organization develops to provide value to the customers it serves.
C) is a measure of the quantitative value or trend of a marketing activity or result.
D) consists of the detailed day-to-day operational decisions for an organization.
E) is the means by which organizational goals are to be measured and documented.

116) Many subscribers to newspapers and magazines have cancelled their print subscriptions in favor of online news. This trend has caused the StarTribune newspaper to offer online content for $1.99 per week and Newsweek to suspend its print edition in favor of an online-only weekly edition. These companies had to change their_____, an action triggered by the technological and social changes in their marketing environments.
A) organizational cultures
B) marketing tactics
C) business models
D) strategic marketing processes
E) goals or objectives

117) Though it started first as a limousine service and became a ridesharing service, Uber redefined its business with the addition of UberRush, Uber Eats, and Uber Health, and now considers itself to be in the_____ business.
A) restaurant
B) digital or physical mail
C) logistics
D) transportation
E) warehousing

118) Statements of an accomplishment of a task to be achieved, often by a specific time are
A) plans.
B) procedures.
C) strategies.
D) core values.
E) goals.

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119) Objectives are
A) the means by which a marketing goal is to be achieved, usually characterized by a specified target market and a marketing program designed to reach it.
B) criteria or standards used in evaluating proposed solutions to a marketing problem.
C) statements of an accomplishment of a task to be achieved, often by a specific time.
D) a road map for the marketing activities of an organization for a specified future time period, such as one year or five years.
E) the detailed day-to-day operational decisions essential to the overall success of marketing strategies.

120) _____ convert an organization's mission and business into long- and short-term performance targets.
A) Plans
B) Tactics
C) Strategies
D) Goals
E) Visions

121) Regarding goals and objectives, which statement would be most accurate?
A) Objectives convert an organization's mission and business into long- and short-term performance targets.
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B) Goals and objectives are actually the detailed day-to-day activities necessary to implement a marketing program.
C) A company's goals and objectives are often worthy in intent, but unrealistic in practice, because they are very rarely accomplished during the specified time period.
D) Goal-setting only applies to business firms; nonprofit organizations typically do not set goals because they don't earn a profit.
E) The terms *goal* and *objective* are not interchangeable. Goals are philosophical while objectives are performance-based.

122) Most firms have a goal to maximize their_____, achieving as high a financial return on investments as possible.
A) quality
B) market share
C) employee welfare
D) social responsibility
E) profits

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123) A new company has an objective that its sales will exceed its expenses during its first year of operation. This is an example of which type of goal?
A) dollar sales revenue
B) profit
C) market share
D) unit sales
E) quality

124) Seeking to obtain as high a financial return on their investments (ROI) as possible, firms will often set_____ goals.
A) sales
B) quality
C) market share
D) profit
E) employee welfare

125) Sometimes maximizing sales will come at the expense of_____, so it is necessary to ensure that the latter remains at acceptable levels.
A) advertisements
B) sales force
C) profits
D) sustainability efforts
E) customer satisfaction

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126) Steep markdowns at a retail store for end-of-year sales are likely to help with which goal, rather than a profit one?
A) social responsibility
B) sales
C) market share
D) customer satisfaction
E) survival

127) GM's original first-year_____ goal for the Chevy Volt was 10,000 units, although the product was well into its second year before reaching that level.
A) profit
B) market share
C) sales
D) customer satisfaction
E) survival

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128) Market share refers to the ratio of
A) the profit of the firm to the total profits of all firms in the industry, excluding the firm itself.
B) the profit of the firm to the total profits of all firms in the industry, including the firm itself.
C) sales revenue of the firm to the total sales revenue of all firms in the industry, excluding the firm itself.
D) sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself.
E) the profits of all firms in an industry to the profits of the firm.

129) The ratio of sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself, is referred to as a(n)
A) sales proportionality.
B) marketing metric.
C) industry potential.
D) contribution margin.
E) market share.

130) Market share is the ratio of sales revenue of the firm to the total sales revenue of all_____, including the firm itself.
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A) firms in the industry
B) firms in the competitive set
C) firms in the WTO
D) product groupings
E) domestic firms in a country

131) If Dr. Pepper Snapple Group plans to grow its proportion of the flavors segment of the carbonated soft drink industry to 45 percent, it has set a(n)_____ goal.
A) sales proportionality
B) company sales
C) industry potential
D) contribution margin
E) market share

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132) A firm may have a goal to offer its customers the highest_____, as Medtronic does with its implantable medical devices that meet its customers' critical performance expectations.
A) innovation
B) quality
C) service
D) value
E) warranty

133) Pharmavite LLC recently recalled several lots of Nature Made vitamin products due to possible salmonella or staphylococcus contamination. It should have adopted a more rigorous_____ goal.
A) profit
B) sales revenue
C) customer satisfaction
D) employee welfare
E) quality

134) Toyota had some difficulty recovering from a recall crisis several years ago when it was forced to recall about 6 million vehicles due to a variety of problems, most notably one with the accelerator pedal. To "polish" its brand, it implemented stricter_____ goals to improve the safety and reliability of its vehicles.
A) profit
B) sales revenue
C) customer satisfaction
D) quality
E) employee welfare

135) Motorola, a pioneer firm in the mobile communications space, invented a program known as Six Sigma, which sets as a goal no more than one defect in one million parts manufactured. This is an example of a(n)_____ goal.
A) profit
B) sales revenue
C) quality
D) market share
E) employee welfare

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136) Customers' perceptions are often central to an organization's goals, and their_____ can be measured with surveys or by the number of customer complaints an organization receives.

A) satisfaction
B) welfare
C) lifetime benefit
D) value
E) responsibility

137) The top consumer complaint about bananas is how soon they get brown spots. Dole, a multinational agricultural company, most likely set a(n)_____ goal when it recently began adding stickers to bananas to promote the use of overripe bananas in the Yonanas machine (Dole owns 30 percent of the firm) to make a creamy, guilt-free dessert.

A) profit
B) market share
C) employee welfare
D) customer satisfaction
E) social responsibility

138) Suppose L. L. Bean, a catalog retailer, has set a goal to reduce merchandise returns by 20 percent for the holiday season. The firm would most likely have set_____ goal.

A) a profit
B) a customer satisfaction
C) a market share
D) an employee welfare
E) a social responsibility

139) Lands' End, an American apparel and outerwear firm, ships each order within 48 hours and its guarantee is said to be the best in the world, as exemplified by its tagline "Guaranteed Period." These marketing actions by Lands' End most likely reflect its_____ goals.

A) profit
B) market share
C) employee welfare
D) social responsibility
E) customer satisfaction

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140) When a firm recognizes the critical importance of its employees by attempting to provide good conditions and opportunities, it sets an employee_____ goal.
A) satisfaction
B) responsibility
C) compensation
D) core value
E) welfare

141) Howard Schultz, the founder of the American coffee chain Starbucks, provides health care for all staff who work over 20 hours per week. This is an example of one of Starbucks'_____ goals.
A) profit
B) market share
C) employee welfare
D) customer satisfaction
E) sales

142) Some universities provide retirement benefits by matching the percentage an employee pays into a retirement account up to a certain percentage. This encourages a larger percentage of employees to participate in retirement planning. This is an example of a(n)_____ goal.
A) satisfaction
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B) sales revenue
C) market share
D) quality
E) employee welfare

143) Businesses sometimes pursue a(n)_____ goal to balance the conflicting goals of stakeholders to promote their overall welfare, even at the expense of profits.
A) customer satisfaction
B) shareholder
C) profit minimization
D) social responsibility
E) employee welfare

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144) American Express, the credit card and travel organization, has a long history of working for the good of all in its New York community. In 1885, it engaged its employees to help raise money to build the pedestal of the Statue of Liberty. Today, it has a program to help restore, preserve, and revitalize historic sites in New York City. These actions by American Express are partial fulfillment of the_____ goals this firm has established for itself as a corporate citizen.

A) unit sales
B) market share
C) sales revenue
D) customer satisfaction
E) social responsibility

145) Hasbro is a more than $4 billion global toy company that prides itself on donating to organizations that help children, since this group and their parents comprise the target market for its business. This is an example of a_____ goal.

A) unit sales
B) market share
C) social responsibility
D) sales revenue
E) customer satisfaction

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146) KPIs are useful to organizations for

A) rewarding top employees.
B) capturing market share.
C) measuring achievement of their goals.
D) identifying new customers.
E) increasing customer satisfaction.

147) The organizational foundation sets the_____ of organizations, the organization direction sets the_____, and organizational strategies are concerned with the_____.

A) when; why; what
B) why; what; how
C) what; how; why
D) what; where; how
E) how; where; what

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148) Organizational strategies vary in two ways, depending on
A) the strategy's level in the organization and the offerings it provides to its customers.
B) the corporate level and the SBU level in the organization.
C) whether an offering is new or has existed for a year or more.
D) whether management plans to develop mission statements or core values.
E) the organizational culture and its core values.

149) A marketing plan refers to
A) the long-term decisions made to implement the marketing program and the monitoring of those decisions.
B) a technique that marketing managers use to quantify performance measures and growth targets to analyze their firm's strategic business units (SBUs) as though they were a collection of separate investments.
C) a road map for the marketing activities of an organization for a specified future time period, such as one year or five years.
D) the detailed day-to-day operational decisions essential to the overall success of marketing strategies.
E) a road map for the entire organization for a specified future period of time, such as one year or five years.

150) A road map for the marketing activities of an organization for a specified future time period, such as one year or five years, is referred to as a
A) business plan.
B) marketing objective.
C) marketing plan.
D) marketing strategy.
E) marketing program.

151) A marketing plan is developed during which phase of the strategic marketing process?
A) implementation
B) control
C) development
D) planning
E) evaluation

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152) _____ is the visual computer display of the essential information related to achieving a marketing objective.
A) A marketing metric
B) An output report
C) A marketing dashboard
D) An information monitor
E) A data interface

153) A marketing dashboard is
A) a "report card" prepared by the marketing department regarding its performance in terms of environmental and social responsibility.
B) the display of information found on a car's dashboard.
C) an "app" that uses a car navigation device metaphorically to indicate the specific direction in which a company wishes to grow based on its annual marketing plan.
D) information about an organization's marketing metrics presented orally so marketers can quickly spot deviations from plans and take corrective actions.
E) the visual computer display of the essential information related to achieving a marketing objective.

154) With a marketing dashboard, a marketing manager may get information in the form of any of these *except* a
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A) timeline.
B) graph.
C) table.
D) printed report.
E) map.

155) Which statement regarding a marketing dashboard is most accurate?
A) The more text (words) that is displayed, the better it is for a marketing manager to identify trends, interpret the data, and take corrective actions.
B) A marketing dashboard very often includes 20 or more marketing metrics on the computer screen.
C) Marketing dashboards provide graphic displays of a product's performance, such as sales, website traffic, etc.
D) For accuracy, the marketing dashboard should be updated weekly.
E) Marketing dashboards often show key measures such as human resource turnover, strategy success, and societal well-being.

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156) A measure of the quantitative value or trend of a marketing activity or result is
A) trend analysis.
B) a marketing measurement.
C) a marketing dashboard.
D) a marketing metric.
E) value analysis.

157) A marketing metric refers to
A) a measure of the quantitative value or trend of a marketing activity or result.
B) a form of linear trend analysis used to project future profits based on existing marketing plans.
C) one of a series of mathematical formulas used to calculate potential profits based upon different scenarios of the forces in the marketing environment.
D) information about an organization's core values and code of ethics so marketers can quickly spot deviations and take corrective actions.
E) the value of a product in terms of its contribution to employee welfare.

158) When a single measure, such as website traffic sources, is shown as part of a larger marketing dashboard, it is referred to as
A) trend analysis.
B) a marketing measurement.
C) a marketing gauge.
D) a marketing metric.
E) value analysis.

159) The primary purpose of a marketing metric is to
A) assign qualitative values to quantitative data.
B) allow the sharing of information across product lines.
C) measure the quantitative value of a marketing activity.
D) forecast potential product/service opportunities over a period of five years.
E) provide a numerically precise measurement of management judgment for an industry's growth.

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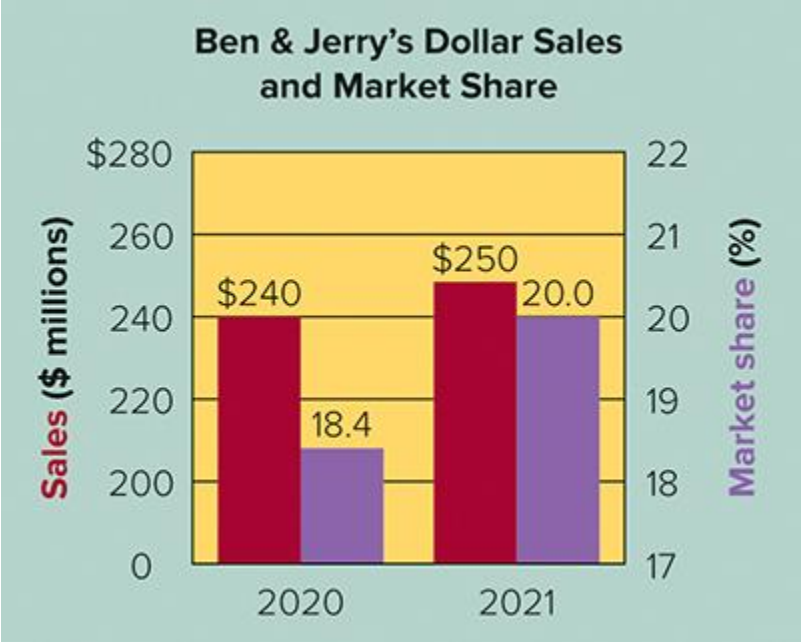
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160) Data visualization is
A) the visual computer display of the essential information related to achieving a marketing objective.
B) a road map for the marketing activities of an organization for a specified future time period.
C) the process of continuously collecting information about customers' needs, sharing this information across departments, and using it to create marketing metrics.
D) a measure of the quantitative value or trend of a marketing activity or result.
E) a way to present information about an organization's marketing metrics graphically so marketers can quickly spot deviations from plans and take corrective actions.

161) Consider the Ben & Jerry's Dollar Sales and Market Share figure here. A marketing manager for Ben & Jerry's notices that dollar sales for 2020 were $240 million and in 2021 they were $250 million. What was the formula used to calculate the dollar sales for each of these two years?



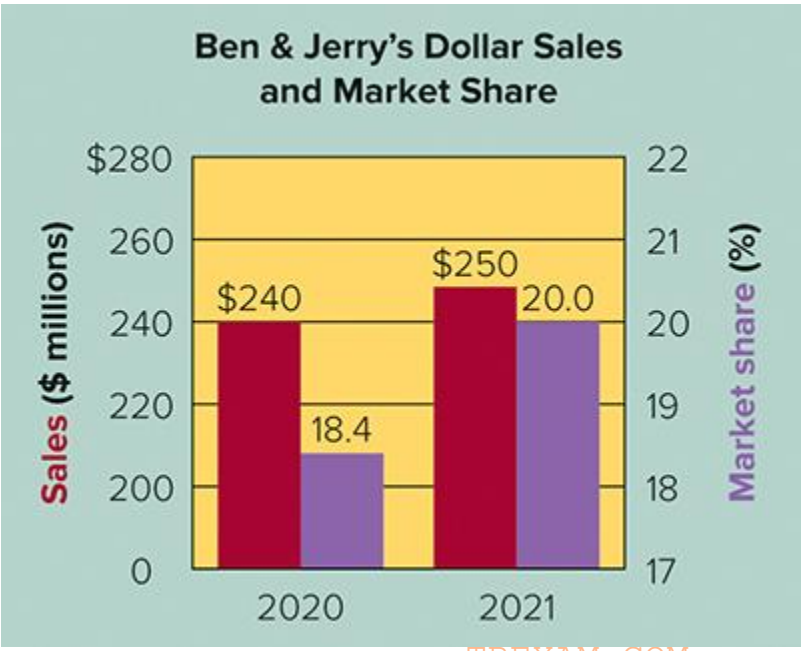
A) Dollar sales ($) = Average price × Quantity manufactured in each year.
B) Dollar sales ($) = Average cost of goods sold − Fixed costs in each year.
C) Dollar sales ($) = Average price − Shrinkage rate in each year.
D) Dollar sales ($) = Average price × Quantity sold in each year.
E) Dollar sales ($) = Average cost of goods sold − Variable costs in each year.

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162) Consider the Ben & Jerry's Dollar Sales and Market Share figure here. A marketing manager for Ben & Jerry's notices that dollar market share for 2020 was 18.4 percent and for 2021 it was 20.0 percent. What simple formula was used to calculate the dollar market share percentages for each of these two years?



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A) Dollar market share (%) = Ben & Jerry's sales ($)/Total industry sales, including Ben & Jerry's sales ($).
B) Dollar market share (%) = Total industry sales, including Ben & Jerry's sales ($)/Ben & Jerry's sales ($).
C) Dollar market share (%) = Total industry sales, including Ben & Jerry's sales ($)/Ben & Jerry's unit sales ($).
D) Dollar market share (%) = Total industry sales, including Ben & Jerry's sales ($)/Ben & Jerry's net profit ($).
E) Dollar market share (%) = Ben & Jerry's sales ($)/Gross domestic product ($).

163) An organization's special capabilities including skills, technology, and resources that distinguish it from other organizations and provide customer value, are referred to as
A) points of differences.
B) sustainable advantages.
C) core values.
D) points of similarity.
E) competencies.

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164) An organization's competencies might include any of these *except* which?
A) profit
B) customer service
C) technologies
D) resources
E) employee skills

165) Rhone-Poulenc is an international French company that produces and markets a variety of chemicals and pharmaceuticals. Due to the resources it makes available to its scientists and researchers, the company has a number of Nobel Prize winners working in its laboratories. This ability to employ some of the finest minds in the world is an example of a
A) point of similarity.
B) competency.
C) sustainable advantage.
D) product development strategy.
E) human resource strategy.

166) Designing a car is expensive and time-consuming even with the use of computers because of the difficulty of getting all the varied departments to work together. Mercedes-Benz created a unique centralized web-based system that cuts the design and production process by at least two years, thus providing customer value. This is an example of
A) a point of similarity.
B) an innovation-oriented mission.
C) an action program.
D) an operational goal implementation.
E) a competency.

167) Evergreen Air Center is the world's biggest parking lot for unwanted aircraft. Airlines pay a monthly fee from $750 to $5,000 to mothball their unneeded airplanes there. Its location is on 1,600 acres of Arizona desert near Tucson. The Southwest climate of dry, warm air serves as a cheap and effective airplane preservative against rust. Evergreen's location is
A) a competency.
B) a sustainable advantage.
C) a competitive identity.
D) a core benefit proposition.
E) an innovative distinction.

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168) A competitive advantage refers to
A) the cluster of benefits that an organization promises customers to satisfy their needs.
B) those characteristics of a product that make it superior to competitive substitutes.
C) a unique strength relative to competitors that provides superior returns, often based on quality, time, cost, or innovation.
D) actions taken by a firm with the sole intent of putting a competitor out of business.
E) the added value given to a product beyond the functional benefits provided.

169) A unique strength relative to competitors that provides superior returns, often based on quality, time, cost, or innovation, is referred to as a
A) creative advantage.
B) marketing edge.
C) distinctive competency.
D) competitive advantage.
E) core benefit.

170) WW International, formerly Weight Watchers, is a weight-management company with operations in about 30 countries. Consumers buy almost $5 billion of WW-branded products each year, and every week approximately 1.3 million people attend WW meetings. The company's brand recognition and meeting infrastructure are difficult for competitors to match, providing a
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A) viable mission.
B) competitive advantage.
C) tactical innovation.
D) core benefit.
E) sales orientation.

171) St. Jude Medical makes cardiovascular medical devices, including the world's most widely used mechanical heart valve. Its products include tissue heart valves, pacemakers, and implantable cardiovascular defibrillators. St. Jude's innovation in cardiac devices helps it outperform rivals, and thus provides it with a
A) competitive advantage.
B) set of core values.
C) core benefit proposition.
D) marketing edge.
E) viable mission.

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172) Netflix is a company that delivers DVD movies and television programming to consumers either by mail or streaming over the Internet. It faces many competitors, but continues to grow both in the United States and abroad. Part of what has driven success in recent years is its original content, with movies and shows like *Outer Banks* and *All American*, popular programming that cannot be seen elsewhere. Its original content provides Netflix's

A) viable mission.
B) competitive advantage.
C) tactical innovation.
D) core benefit.
E) sales orientation.

173) Men's Wearhouse caters to the man who doesn't necessarily enjoy shopping. Its stores are in free-standing locations (not inside the mall) so customers can get in and out quickly. Additionally, Men's Wearhouse targets the budget-conscious consumer with suit prices ranging from $150 to $850. The location of its stores and its pricing strategy both are part of Men's Wearhouse's

A) competitive advantage.
B) core values.
C) core benefit proposition.
D) marketing edge.
E) viable mission.

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174) The online retailer Lands' End communicates a remarkable commitment to its_____ with these unconditional words: "Guaranteed. Period."

A) competitive advantage
B) core values
C) core benefit proposition
D) customers
E) mission statement

175) Lands' End is primarily a catalog and online clothing retailer. This means that traditional department stores, mass merchandisers, specialty shops, and other catalog retailers are considered to be Lands' End's

A) consideration set.
B) industry.
C) competitors.
D) target market.
E) stakeholders.

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176) Which of these best describes the principal or direct competitors to Lands' End, the catalog and online clothing retailer?
A) all Internet retailers
B) other Internet retailers that sell primarily clothing
C) all other lifestyle brands
D) other clothing retailers, both online and store-only
E) other retailers that began selling with catalogs

177) Two commonly used techniques to aid managers with important decisions for setting a direction and allocating resources include_____ and_____ analysis strategies.
A) micromarketing; macromarketing
B) business portfolio; diversification
C) investment; divestment
D) dashboards; metrics
E) subjective; objective

178) The Boston Consulting Group uses_____ to quantify performance measures and growth targets to analyze its clients' strategic business units (SBUs) or offerings as though they were a collection of separate investments.
A) target marketing
B) synergy analysis
C) market-product grids
D) business portfolio analysis
E) diversification analysis

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179) The Boston Consulting Group uses business portfolio analysis to quantify performance measures and growth targets to analyze its clients' strategic business units (SBUs) or offerings
A) as if each were a separate investment.
B) to establish their worth to society at large.
C) to determine which would be suited for a SWOT analysis.
D) to determine which units are candidates for diversification analysis.
E) to determine which units can be divided into smaller, tactical business units.

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180) Business portfolio analysis refers to
A) a tool that helps a firm search for growth opportunities from among current and new markets as well as current and new products.
B) a technique that managers use to graphically track their firm's strategic business units as though they were a single expense in order to identify cost-cutting measures.
C) a technique that managers use to quantify performance measures and growth targets to analyze their firm's strategic business units as though they were a collection of separate investments.
D) an analysis that uses percentage points of market share as the common basis of comparison to allocate marketing resources effectively for different product lines within the same firm.
E) a tool that seeks opportunities by finding the optimum balance between marketing efficiencies versus R&D-manufacturing efficiencies.

181) A technique that managers use to categorize strategic business units as question marks, stars, cash cows, or dogs is
A) an investment (ROI) analysis.
B) a synergy analysis.
C) a marketing audit.
D) a diversification analysis.
E) a business portfolio analysis.TBEXAM.COM

182) The purpose of business portfolio analysis is to
A) add or delete product line and brand extensions.
B) search for growth opportunities from among current and new markets as well as current and new products.
C) alter a product's characteristic, such as its quality, performance, or appearance, to increase its value to customers and increase sales.
D) determine which strategic business unit or offering generates cash and which one requires cash to fund the organization's growth opportunities.
E) seek opportunities by finding the optimum balance between marketing efficiencies versus R&D-manufacturing efficiencies.

183) In the Boston Consulting Group (BCG) business portfolio model for analysis of a firm's strategic business units, or SBUs, the vertical axis represents
A) market growth rate.
B) marketing efficiencies.
C) industry attractiveness.
D) market segment size.
E) relative market share.

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184) In the Boston Consulting Group (BCG) business portfolio model for analysis of a firm's strategic business units, or SBUs, the horizontal axis represents
A) market growth rate.
B) marketing efficiencies.
C) industry attractiveness.
D) market segment size.
E) relative market share.

185) In the BCG business portfolio model, a relative market share of 10 × at the left end of the scale on its horizontal axis means that the SBU has 10 times the share of its largest competitor, whereas a relative market share of 0.1 × at the right end of the scale on its horizontal axis means that the
A) SBU has only 10 percent of the share of its average competitor.
B) SBU has 100 percent of the share of its largest competitor.
C) growth rate between the SBU and the next largest competitor is actually identical.
D) SBU has only 10 percent of the share of its largest competitor.
E) industry growth rate is declining.

186) All of these are names the Boston Consulting Group (BCG) has given to describe the four quadrants in its growth-share matrix *except* which?
A) dogs
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B) stars
C) tortoises
D) cash cows
E) question marks

187) The Boston Consulting Group (BCG) has given specific names and descriptions to the four resulting quadrants in its growth-share matrix based on the amount of cash they generate for or require from the organization. Cash cows are SBUs that are classified as having
A) high market growth rates and high relative market shares.
B) low market growth rates but high relative market shares.
C) low market growth rates and low relative market shares.
D) high market growth rates but low relative market shares.
E) medium market growth rates and medium relative market shares.

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188) Strategic business units (SBUs) with dominant shares of slow-growth markets that provide cash to cover the organization's overhead and to invest in other SBUs are
A) cash cows.
B) stars.
C) question marks.
D) dogs.
E) exclamation points.

189) Several years ago, Black & Decker purchased General Electric's small appliances product line. Black & Decker purchased the line because it needed the cash generated from a product line that had a dominant market share in the slow-growth small appliance industry. GE's small appliances product line is most likely a_____ for Black & Decker.
A) dog
B) cash cow
C) camel
D) star
E) question mark

190) The Boston Consulting Group (BCG) has given specific names and descriptions to the four resulting quadrants in its growth-share matrix based on the amount of cash they generate for or require from the organization. Stars are SBUs that are classified as having
A) high market growth rates and high relative market shares.
B) low market growth rates but high relative market shares.
C) low market growth rates and low relative market shares.
D) high market growth rates but low relative market shares.
E) medium market growth rates and medium relative market shares.

191) Strategic business units (SBUs) with a high share of high-growth markets that may not generate enough cash to support their own demanding needs for future growth are referred to as
A) dogs.
B) sprouts.
C) question marks.
D) stars.
E) cash cows.

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192) Solarcom is a 30-year-old information technology company that owns several subsidiaries. One of its subsidiaries is Atlantix Global Systems, which is one of the leading wholesalers for refurbished computer equipment. It has a large share of an industry that is growing worldwide. According to the BCG business portfolio analysis framework, Atlantix Global would most likely be classified as a

A) dog.
B) cash cow.
C) question mark.
D) sprout.
E) star.

193) Strategic business units with a low share of high-growth markets that may require large cash injections of cash just to maintain market share are referred to as

A) dogs.
B) cash cows.
C) question marks.
D) stars.
E) elephants.

194) The Boston Consulting Group (BCG) has given specific names and descriptions to the four resulting quadrants in its growth-share matrix based on the amount of cash they generate for or require from the organization. Question marks are SBUs that are classified as having

A) high market growth rates and high relative market shares.
B) low market growth rates but high relative market shares.
C) low market growth rates and low relative market shares.
D) high market growth rates but low relative market shares.
E) medium market growth rates and medium relative market shares.

195) Strategic business units (SBUs) with a low share of slow-growth markets that may generate enough cash to sustain themselves but do not hold the promise of ever becoming real winners for the organization are referred to as

A) turkeys.
B) cash cows.
C) stars.
D) question marks.
E) dogs.

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196) The Boston Consulting Group (BCG) has given specific names and descriptions to the four resulting quadrants in its growth-share matrix based on the amount of cash they generate for or require from the organization. Dogs are SBUs that are classified as having
A) high market growth rates and high relative market shares.
B) low market growth rates but high relative market shares.
C) low market growth rates and low relative market shares.
D) high market growth rates but low relative market shares.
E) medium market growth rates and medium relative market shares.

197) In its business portfolio analysis, an organization's strategic business units (SBUs) often start as_____ and eventually become_____.
A) dogs; question marks
B) question marks; stars
C) stars; question marks
D) stars; dogs
E) question marks; dogs

198) While hybrid vehicles are very fuel-efficient, they are also expensive to purchase. Still, hybrid vehicles sales have a compound annual growth rate of 88.6 percent in recent years. Several years ago, the Honda Motor Co. unveiled the hybrid version of the Honda Civic. Sales of the Civic eventually surpassed those of the Toyota Prius, making it the top-selling hybrid car in the United States. For years, Honda has experienced tremendous success with its Accords; these Honda cars are the top-selling automobiles in the United States. Where would the Honda Civic (hybrid version) and the Honda Accord fall in the BCG business portfolio analysis matrix?
A) The hybrid Civic is a star; the Accord is a cash cow.
B) The hybrid Civic is a cash cow; the Accord is a star.
C) Due to the overwhelming success of Honda cars, both the Accord and the hybrid Civic are cash cows.
D) The hybrid Civic is a dog; the Accord is a cash cow.
E) The hybrid Civic is a dog; the Accord is a star.

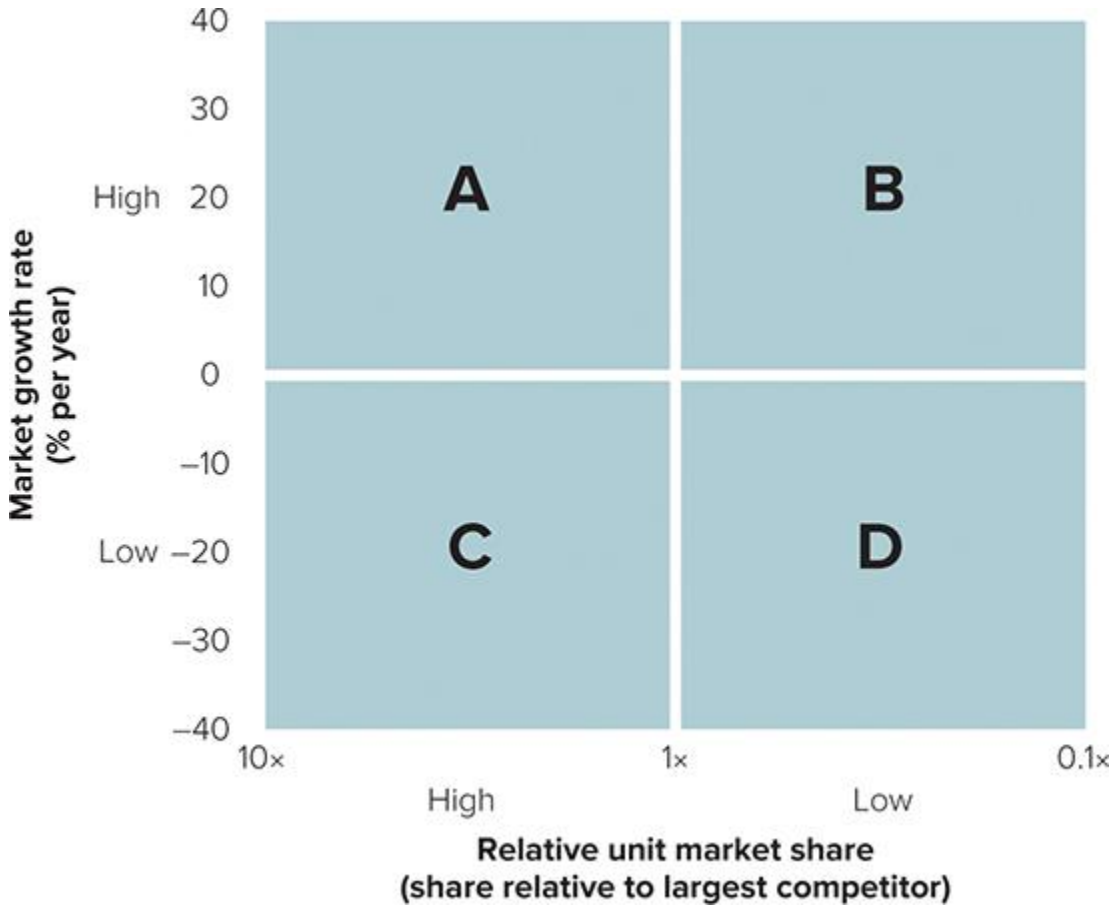
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199) In Figure 2-4, a representation of the BCG business portfolio analysis, SBUs found in quadrant A would be called



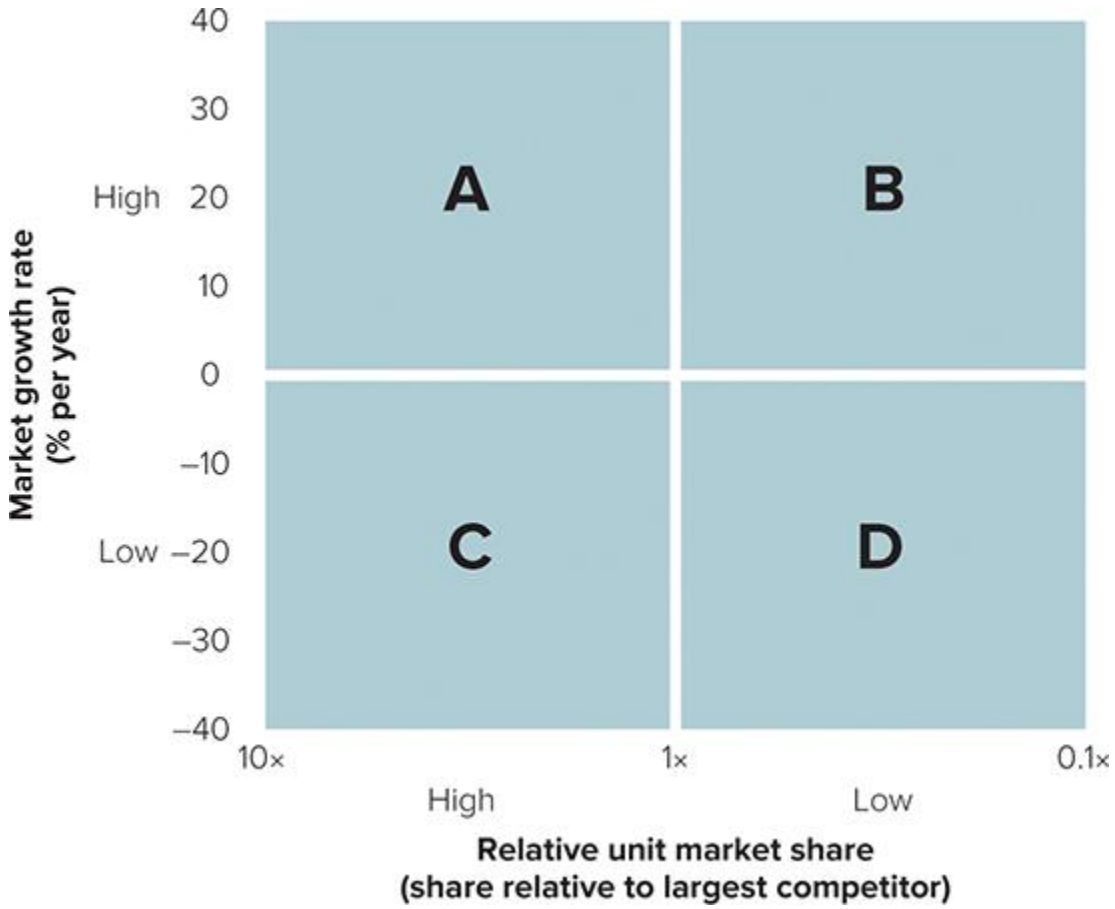
A) cash cows.
B) question marks.
C) dogs.
D) lightning strikes.
E) stars.

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200) In Figure 2-4, a representation of the BCG business portfolio analysis, SBUs found in quadrant B would be called



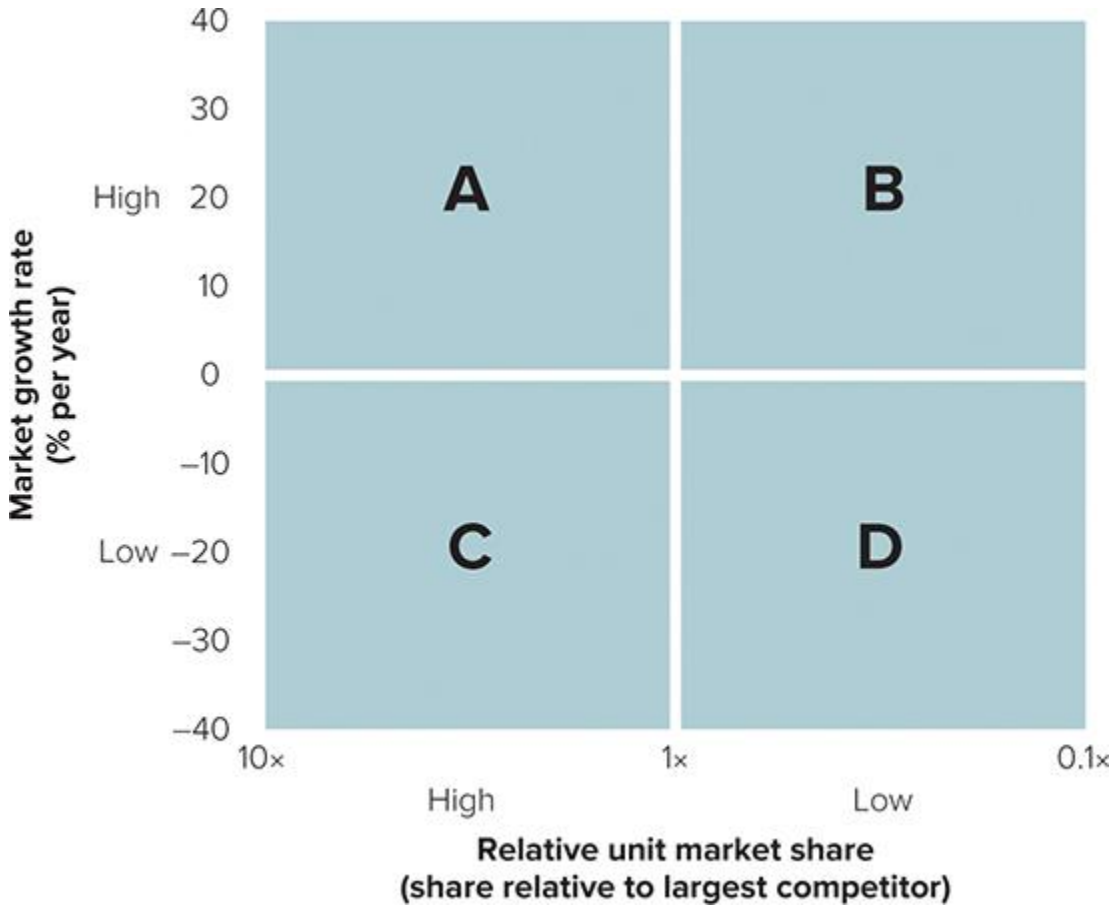
A) cash cows.
B) stars.
C) question marks.
D) dogs.
E) jackrabbits.

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201) In Figure 2-4, a representation of the BCG business portfolio analysis, SBUs found in quadrant C would be called



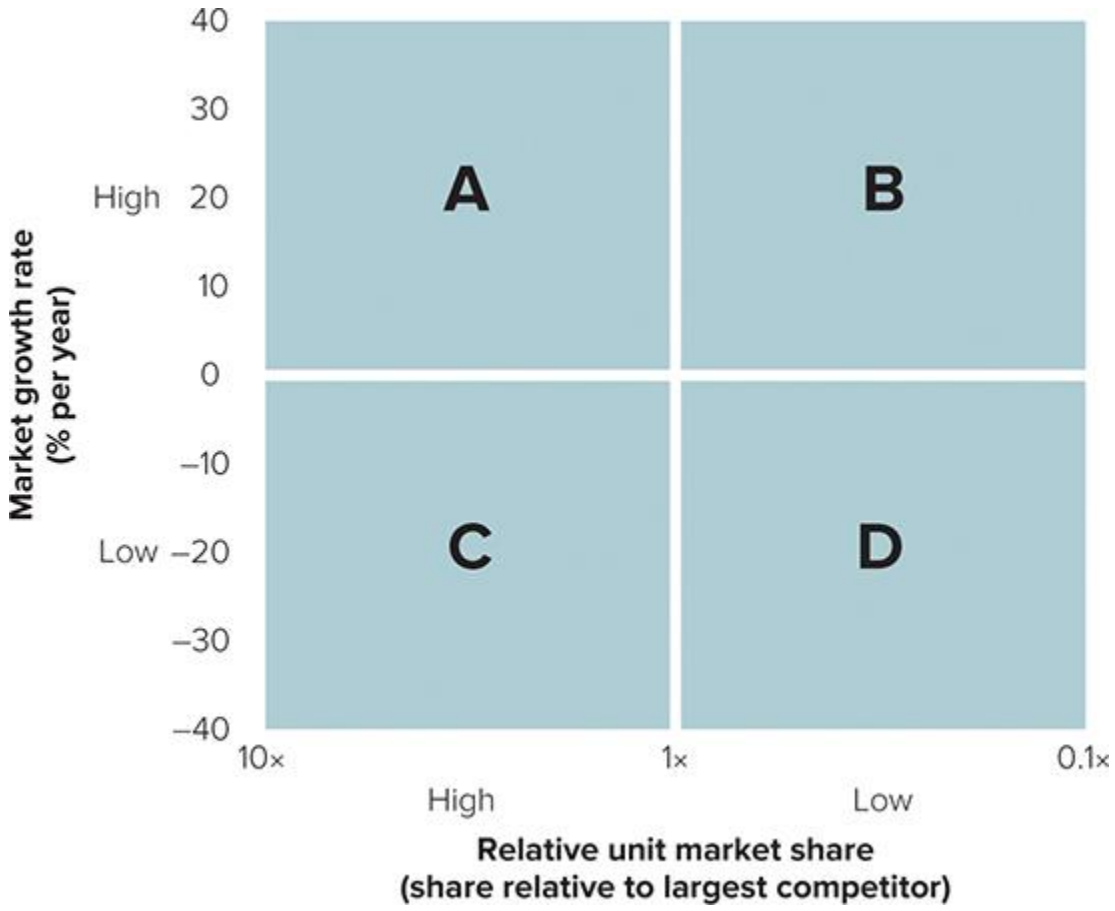
A) cash cows.
B) stars.
C) question marks.
D) dogs.
E) speedbumps.

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202) In Figure 2-4, a representation of the BCG business portfolio analysis, SBUs found in quadrant D would be called



A) cash cows.
B) stars.
C) question marks.
D) treasure chests.
E) dogs.

203) To move an SBU from its current position on a BCG business portfolio analysis, a manager should concentrate mostly on
A) influencing the relative market share.
B) enhancing employee motivation to move a low-valued SBU to a higher one.
C) adding a variety of new SBUs that will force out older ones.
D) influencing the market growth rate.
E) simplifying its offerings by removing features.

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204) Because an organization has limited influence on market growth rate, its main alternative for moving an SBU on the portfolio analysis matrix is to try to change its relative market share. The most likely way for a company to turn a question mark into a star rather than a dog is to

A) divert funds to other SBUs.
B) reduce advertising for it.
C) inject cash into it.
D) reduce the feature set for it.
E) decrease the market growth rate.

205) Apple's iPod sold more than 50 million units annually between 2001 and 2010 when the iPhone integrated a music player. Since then sales have been declining dramatically and in 2014 Apple announced that it was discontinuing the iPod classic, and in 2017 it did the same with the nano and the shuffle. Today Apple still sells the iPod touch although declining sales and discontinued products suggest that this SBU is has become a

A) question mark.
B) star.
C) ghost.
D) cash cow.
E) dog.

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206) Apple recently entered the financial services market with its version of a credit card, the Apple Card. The card competes with other credit cards and various financial payment technologies such as Paypal, Venmo, and Android Pay. Industry analysts estimate that 6 out of 10 Americans have a credit card and that credit card use has grown by 42 percent in the past 7 years. The Apple Card entered the market as a

A) question mark.
B) raptor.
C) rocketship.
D) cash cow.
E) dog.

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207) Apple launched the iPhone in 2007, had very strong sales, and its market share now exceeds 56 percent. The global smartphone market is expected to grow at an annual rate of 1–2 percent, slowing significantly since 2015. Although Apple's iPhone SBU was once a star, it seems to be becoming a
A) question mark.
B) lemon.
C) snowman.
D) cash cow.
E) dog.

208) One of the strengths inherent in the use of the BCG business portfolio analysis is that it
A) is based solely on company perception rather than actual data.
B) considers all factors that might impact an SBU's value to an organization.
C) acts as a strong motivational tool for employees in SBUs that have been labeled "dogs" or "question marks."
D) forces a firm to place each of its SBUs in the growth-share matrix, which in turn suggests which SBUs will be cash producers or cash users in the future.
E) identifies specific marketing strategies and marketing tactics on how to solve SBU shortcomings.

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209) One of the weaknesses inherent in the use of the BCG business portfolio analysis is that it
A) causes tension between different divisions when one is labeled a "star" and another a "dog."
B) reduces employee motivation to move a low valued SBU to a higher one.
C) considers too many SBU factors beyond market growth rate and relative market share.
D) does not require sales forecasts in order to be implemented.
E) is often difficult to obtain the needed information to correctly place SBUs in the matrix.

210) A technique that helps a firm search for growth opportunities from among current and new markets as well as current and new products is
A) diversification analysis.
B) business portfolio analysis.
C) a market-product grid framework.
D) synergy analysis.
E) market segmentation.

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211) Diversification analysis refers to
A) a technique that seeks opportunities by finding the optimum balance between marketing efficiencies versus R&D-manufacturing efficiencies.
B) a framework to relate the market segments of potential buyers to products offered or potential marketing actions by an organization.
C) a technique that helps a firm search for growth opportunities from among current and new markets as well as current and new products.
D) a technique used to determine the appeal of each SBU or offering and then the amount of cash, if any, each should receive.
E) a framework that identifies four "generic" strategies to achieve a competitive advantage.

212) Which statement regarding diversification analysis is most accurate?
A) Companies should only use diversification analysis if they are well-established; new companies that use this process run the risk of trying to do too much too soon.
B) For any product, there is both a current and a new market; for any market, there is both a current and a new product.
C) Most companies discover that there is at least one product that is targeted to the wrong market.
D) Diversification analysis is only effective for consumer products.
E) Diversification analysis is used to forecast and calculate industry sales for new products.

213) A marketing strategy to increase sales of current products in current markets is
A) market penetration.
B) market development.
C) product development.
D) diversification.
E) marketing synergy.

214) Market penetration refers to the marketing strategy of
A) selling current products to new markets.
B) selling new products to new markets.
C) selling new products to current markets.
D) selling the same brands in both current and new markets.
E) increasing sales of current products in current markets.

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215) One way a company can benefit from implementing a market penetration strategy would be to
A) sell more products at a lower price in new markets.
B) sell the same amount of product at a higher price in the same market.
C) find a new market and sell the product at a much higher price.
D) alter the product and sell it to a new market.
E) reduce promotion and distribution costs to improve production efficiencies for the product in reaching new markets.

216) When using a_____ strategy, there is no change in either the basic product line or the markets served. Instead, increased sales are generated by selling either more products through better promotion or distribution or the same number of products at a higher price.
A) product development
B) market development
C) diversification
D) market saturation
E) market penetration

217) If Ben & Jerry's sold more units of its Chocolate Chip Cookie Dough super premium ice cream to U.S. consumers as a result of increased promotion while keeping its price per pint the same, it would be using a_____ strategy.
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A) product development
B) market development
C) market penetration
D) diversification
E) market saturation

218) If sales revenues for Starbucks VIA Instant coffee sold to U.S. consumers increased as a result of a new ad campaign, it would be using a_____ strategy.
A) product development
B) market development
C) market penetration
D) diversification
E) market saturation

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219) The marketing strategy to sell current products to new markets is
A) market penetration.
B) market infiltration.
C) market development.
D) product development.
E) diversification.

220) Market development refers to the marketing strategy of
A) increasing sales of current products in current markets.
B) selling new products to new markets.
C) selling new products to current markets.
D) selling the same brands in both current and new markets.
E) selling current products to new markets.

221) If Ben & Jerry's starts selling its super premium ice cream in Brazil for the first time, it would be using a_____ strategy.
A) product development
B) market development
C) diversification
D) market saturation
E) market penetration

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222) Part of the growth strategy for Yum! Brands, the parent company of KFC, Pizza Hut, and Taco Bell, is expansion of its current fast-food businesses into untapped international markets, such as China, Russia, and India. This type of expansion would be a_____ strategy.
A) product development
B) market penetration
C) diversification
D) market development
E) market saturation

223) The marketing strategy of selling new products to current markets is referred to as
A) product penetration.
B) product development.
C) market development.
D) diversification.
E) market penetration.

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224) Product development refers to the marketing strategy of
A) increasing sales of current products in current markets.
B) selling current products to new markets.
C) selling new products to new markets.
D) selling new products to current markets.
E) selling the same brands in both current and new markets.

225) If Ben & Jerry's sold a line of new "Get the Dough Out of Politics" T-shirts in its stores targeting its ice cream customers in the United States, it would be using a_____ strategy.
A) product development
B) market development
C) market penetration
D) diversification
E) market saturation

226) During Super Bowl 50, Taco Bell unveiled a new offering for the U.S. market, the "quesalupa," a hybrid of a quesadilla and a chalupa. Here, Taco Bell was using a_____ strategy.
A) product development
B) market development
C) market penetration
D) diversification
E) market saturation

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227) The marketing strategy of developing new products and selling them in new markets is referred to as
A) product penetration.
B) product development.
C) market development.
D) market penetration.
E) diversification.

228) Diversification refers to the marketing strategy of
A) increasing sales of current products in current markets.
B) selling current products to new markets.
C) selling new products to new markets.
D) selling new products to current markets.
E) selling the same brands in both current and new markets.

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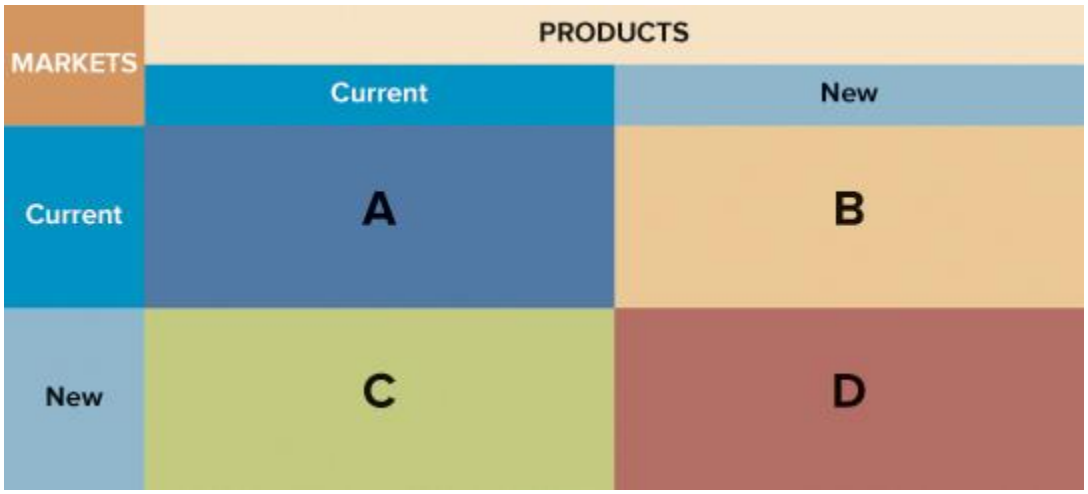
229) Which of the marketing strategies for expanding sales revenue presents the most risk for an organization?

A) product development
B) product-market evolution
C) market development
D) market penetration
E) diversification

230) If Target opened a pop-up shop in Japan, where it currently has no stores, to sell fishing reels, it would be using a_____ strategy.

A) product development
B) market development
C) market penetration
D) diversification
E) market saturation

231) The image depicted in Figure 2-5 represents what strategic analysis technique?



A) Gantt chart
B) SWOT analysis
C) Pert chart
D) BCG growth-share matrix
E) Diversification analysis

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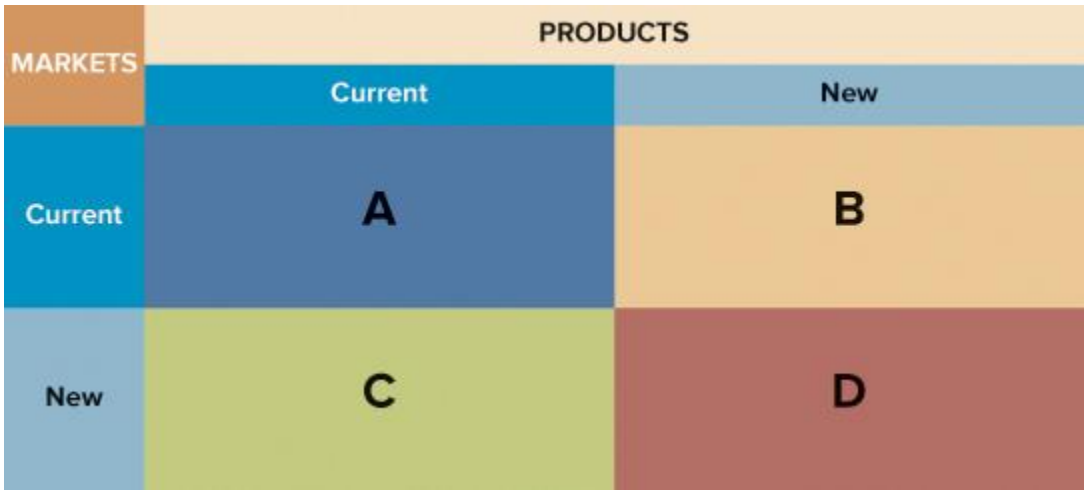
232) Quadrant A in Figure 2-5 represents the marketing strategy of



A) market penetration.
B) product development.
C) market development.
D) product penetration.
E) diversification.

233) Quadrant B in Figure 2-5 represents the marketing strategy of

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A) market penetration.
B) product penetration.
C) market development.
D) product development.
E) diversification.

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234) Taco Bell sells Doritos Locos Tacos in the United States, with shells made out of Nacho Cheese Doritos. At introduction, the chain sold 100 million tacos in the first 10 weeks alone, its most popular product launch of all time. Considering Figure 2-5, this is an example of a _____ strategy that would be found in quadrant _____.



A) market penetration; A
B) product development; B
C) diversification; D
D) market development; C
E) product-market expansion; D

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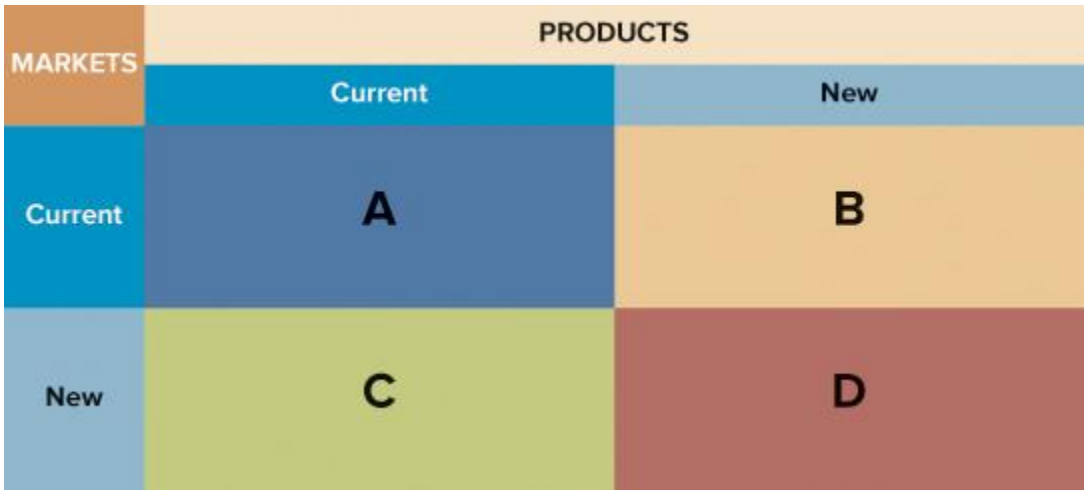
235) Quadrant C in Figure 2-5 represents the marketing strategy of



A) product development.
B) market penetration.
C) market development.
D) product penetration.
E) diversification.

236) Quadrant D in Figure 2-5 represents the marketing strategy of

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A) market penetration.
B) product penetration.
C) market development.
D) product development.
E) diversification.

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237) LEGO has traditionally been successful selling its classic construction sets to boys. Recently, LEGO introduced a line of building toys especially for girls called LEGO Friends. Although based on the same construction bricks and detailed instructions, the line included female characters, pink and purple theme colors, and allowed girls to construct more story-related pieces. Considering Figure 2-5, this is an example of a _____ strategy that would be found in quadrant _____.



A) diversification; D
B) market penetration; A
C) product development; B
D) market development; C
E) product-market evolution; D

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238) Which two marketing strategies would be used if a firm were not willing to find new markets?

A) product development and market penetration
B) product development and diversification
C) market development and product development
D) market development and market penetration
E) market development and diversification

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239) The strategic marketing process
A) involves taking stock of where the firm or product has been recently, where it is now, and where it is headed in terms of the organization's marketing plans and the external forces and trends affecting it.
B) is a technique to quantify performance measures and growth targets to analyze its clients' strategic business units as though they were a collection of separate investments.
C) describes an organization's appraisal of its internal strengths and weaknesses and its external opportunities and threats.
D) is an approach whereby an organization allocates its marketing mix resources to reach its target markets and achieves a competitive advantage.
E) seeks opportunities by finding the optimum balance between marketing efficiencies versus R&D-manufacturing efficiencies.

240) An approach whereby an organization allocates its marketing mix resources to reach its target markets and achieves a competitive advantage is
A) the tactical marketing process.
B) situational analysis.
C) diversification analysis.
D) synergy analysis.
E) the strategic marketing process.

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241) Which of the following is *not* one of the four guiding principles that underlie the strategic marketing process?
A) Competitors change and react.
B) Customers are different.
C) Organizational resources are limited.
D) Customers change.
E) Management changes.

242) Within the strategic marketing process, the_____ is the result of the planning phase, which will be carried out in the implementation phase.
A) marketing agenda
B) business plan
C) product protocol
D) marketing plan
E) marketing strategy

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243) The key steps of planning, implementation, and evaluation are part of
A) gap analysis.
B) the strategic marketing process.
C) situational analysis.
D) synergy analysis.
E) diversification analysis.

244) What are the three steps involved in the planning phase of the strategic marketing process?
A) Step 1: situation (SWOT) analysis; Step 2: market-product focus, customer value proposition, and goal setting; and Step 3: the marketing program
B) Step 1: analysis; Step 2: planning; and Step 3: implementation
C) Step 1: set market and product goals; Step 2: select target markets and find points of difference; and Step 3: position the product
D) Step 1: identify industry trends; Step 2: analyze competitors; and Step 3: assess own organization
E) Step 1: Why do we exist?; Step 2: What will we do?; and Step 3: How will we do it?

245) The initial step in the planning phase of the strategic marketing process involves
A) establishing the budget.
B) developing the marketing program.
C) diversification analysis.
D) auditing the marketing plan.
E) conducting a situation (SWOT) analysis.

246) Step 2 in the planning phase of the strategic marketing process consists of
A) the situation (SWOT) analysis.
B) market-product focus, customer value proposition, and goal setting.
C) the marketing program.
D) business portfolio analysis.
E) diversification analysis.

247) Step 3 in the planning phase of the strategic marketing process consists of
A) diversification analysis.
B) the situation (SWOT) analysis.
C) the marketing program.
D) the market-product focus, customer value proposition, and goal setting.
E) business portfolio analysis.

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248) Taking stock of where the firm or product has been recently, where it is now, and where it is headed in terms of the organization's marketing plans and the external forces and trends affecting it is
A) tactical planning.
B) market planning.
C) goal setting.
D) environmental scanning.
E) situation analysis.

249) A situation analysis refers to
A) taking stock of where the firm or product has been recently, where it is now, and where it is headed in terms of the organization's marketing plans and the external forces and trends affecting it.
B) an appraisal of an organization's cash flow and financial ratios to access its health and the potential for new investment.
C) the process of continually acquiring information on events occurring outside the organization to identify and interpret potential trends.
D) a technique that managers use to quantify performance measures and growth targets to analyze its clients' strategic business units as though they were separate investments.
E) the process where a firm searches for growth opportunities from among current and new markets as well as current and new products.

250) A situation analysis requires a firm to consider the external forces and trends that affect it, both favorable and unfavorable. Which scenario is an example of an external force?
A) The firm buys its own fleet of trucks, so it no longer needs to hire a trucking company for distribution.
B) A hiring freeze is put into place. Although no one is fired, no one can be hired.
C) A goal is set to decrease production costs with new equipment.
D) A city government bans plastic straws inside all restaurants and bars in the city limits.
E) Shareholders are rewarded with a sizable dividend check.

251) The acronym SWOT, as in SWOT analysis, stands for
A) strengths, weaknesses, opportunities, and tactics.
B) strengths, weaknesses, options, and tactics.
C) strengths, weaknesses, opportunities, and threats.
D) simple, workable, optimal, and timely.
E) state the problem, work out a strategy, organize your team, and take action.

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252) An effective summary tool for an organization's situation analysis is
A) a SWOT analysis.
B) strategic management planning.
C) diversification analysis.
D) a market-product grid analysis.
E) marginal analysis.

253) In the 1980s, a lapse in production quality and an increase in Japanese imports drove the Harley-Davidson motorcycle company to the brink of bankruptcy. The company's super heavyweight market share had shrunk from over 40 percent in the mid-1970s to 23 percent in 1983. But by 1989, Harley-Davidson controlled some 65 percent of this market segment. From a marketing perspective, what was the most likely first step in Harley-Davidson's resurgence?
A) developing a new mission statement
B) repositioning its products in the minds of super heavyweight motorcycle buyers
C) performing a SWOT analysis to assess the firm's internal and external environments
D) selling new models of super heavyweight motorcycles in both the United States (current) and foreign (new) markets
E) improving the quality of its products and communicating this to motorcycle buyers

254) Procter & Gamble (P&G) is a consumer packaged goods company where innovation is a key competitive advantage. This allows the firm to develop products like Tide Pods and Cascade Platinum that consumers love. P&G also uses its marketing expertise to develop unique product placements on television shows that highlight its brands. A SWOT analysis for P&G would indicate that innovation in product design and marketing is a(n)_____ for the firm.
A) strength
B) weakness
C) threat
D) opportunity
E) problem

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255) Hellmann's is a brand owned by Unilever that produces mayonnaise, among other food products. If a marketing manager at Hellman's identified that its brand managers lacked the expertise to create additional growth for the firm's products, she would likely incorporate this knowledge into its SWOT analysis as

A) a weakness if the company does not have access to other expertise at Unilever.
B) a strength if the company conceals this information from its competitors.
C) an opportunity if Hellman's competitors have superior expertise.
D) a threat if Hellman's does not have resources to develop additional expertise.
E) part of a marketing plan; this information would not be part of a SWOT analysis.

256) All of these form the foundation upon which a firm builds its marketing program during the strategic marketing process *except* which?

A) Research the organization's present and prospective customers.
B) Determine what business the organization is in.
C) Assess the organization itself.
D) Identify trends in the organization's industry.
E) Analyze the organization's competitors.

257) The goal of a SWOT analysis is to

A) identify market research questions in order to develop new products for new market segments.
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B) determine how raises, bonuses, and dividends will be paid.
C) reorganize the firm's marketing department.
D) identify the critical strategy-related factors that can impact the firm.
E) fairly allocate governmental resources and financial aid across the industry.

258) All of these are marketing actions that can be taken as a result of a SWOT analysis *except* which?

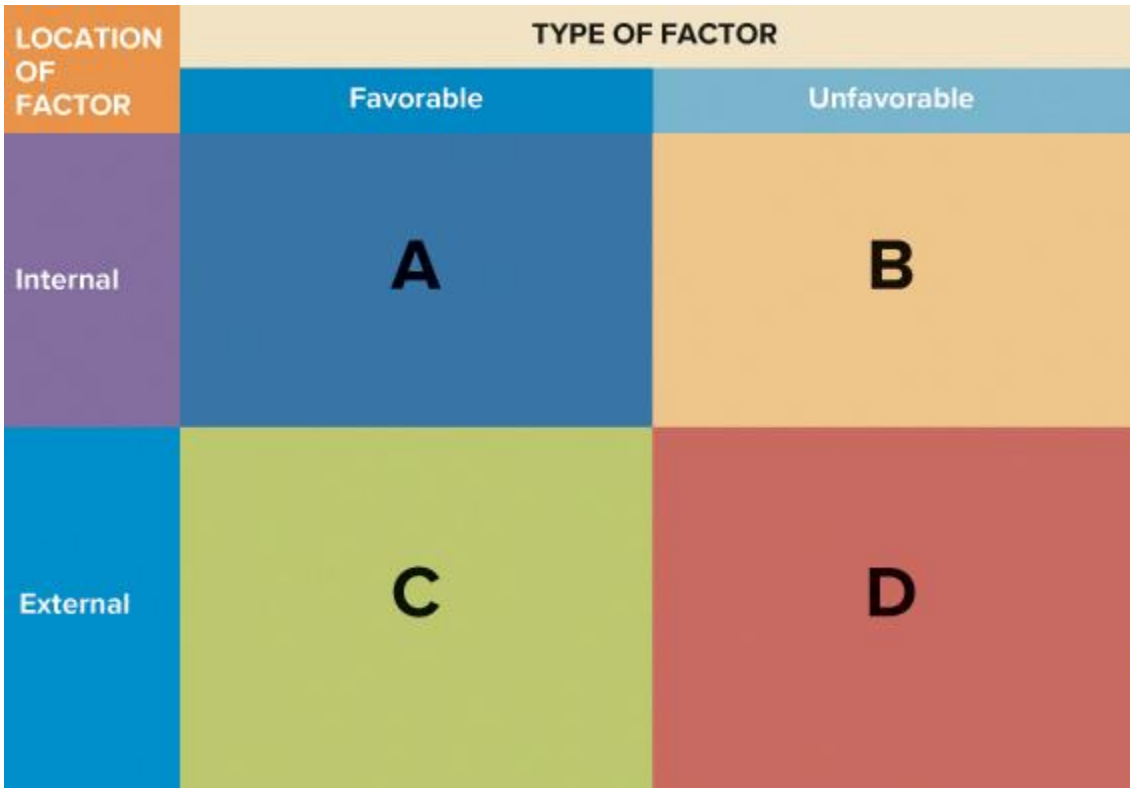
A) exploit an opportunity
B) enhance sales with action
C) avoid a disaster-laden threat
D) build on a strength
E) correct a weakness

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259) Consider Figure 2-7. A Florida-based flashlight company has been extremely successful due in part to the number of hurricanes in Florida that result in power outages. The firm is thinking of expanding its product offerings to include other emergency supplies such as generators and survival kits that include food bars, a water filtration system, and first aid supplies. The firm has a great reputation with its flashlights and does not want to ruin it. The company's reputation would fall in which quadrant(s) of the SWOT analysis grid?



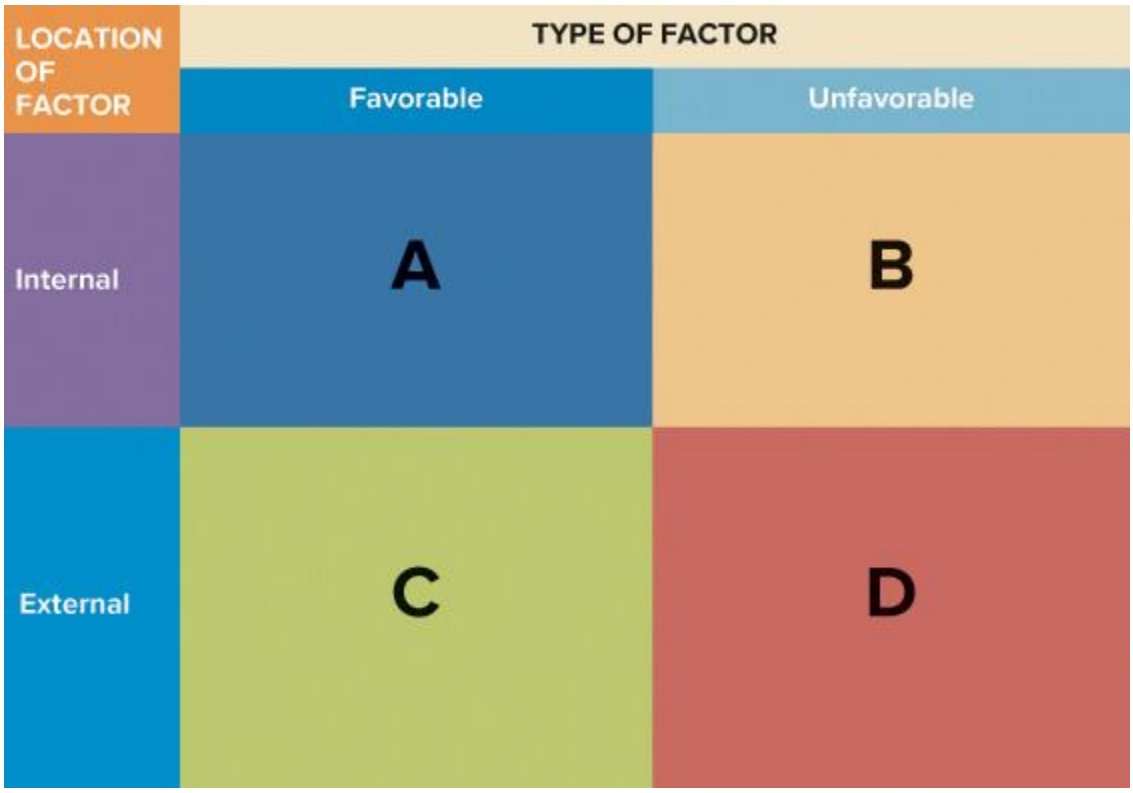
A) A
B) B
C) C
D) D
E) A and C

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260) Consider Figure 2-7. A Florida-based flashlight company has been extremely successful due in part to the number of hurricanes in Florida that result in power outages. The firm is thinking of expanding its product offerings to include other emergency supplies such as generators and survival kits. The firm's physical plant could be refitted relatively easily to make small generators, but it would be rather costly. The company's need to refit its factory would fall in which quadrant(s) of the SWOT analysis grid?



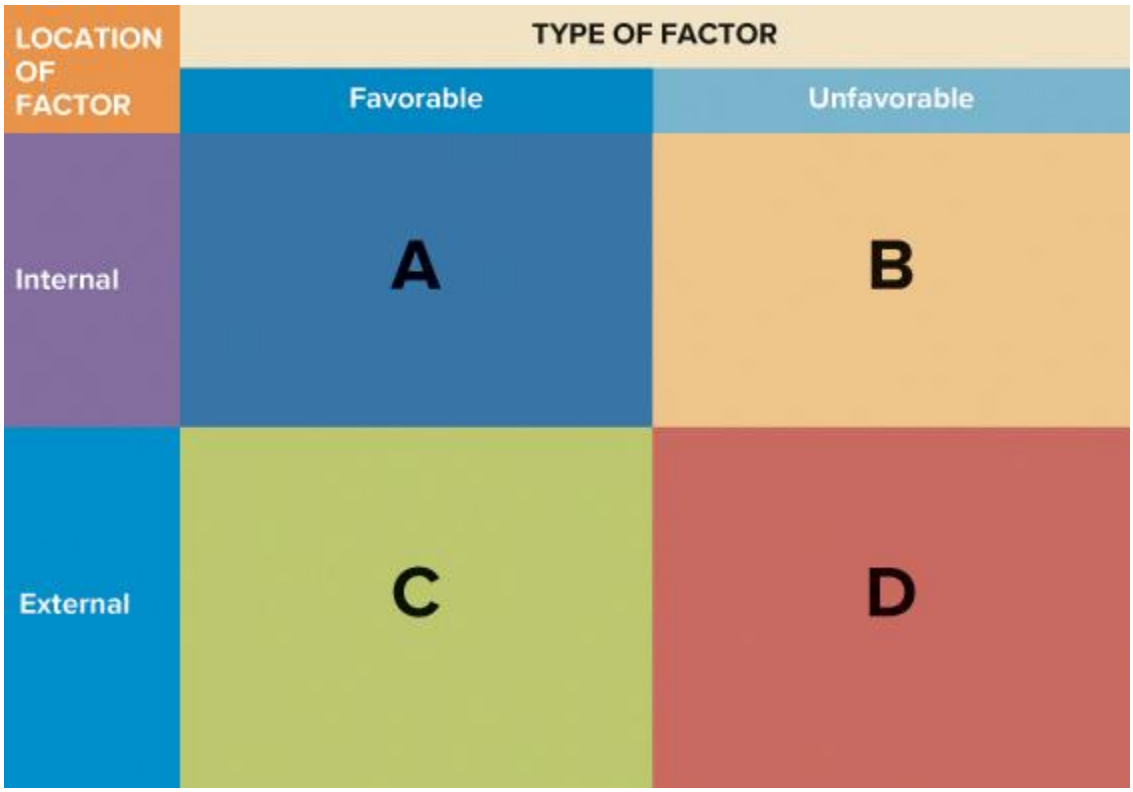
A) A
B) B
C) C
D) D
E) both B and D

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261) Consider Figure 2-7. A Florida-based flashlight company has been extremely successful due in part to the number of hurricanes in Florida that result in power outages. The firm is thinking of expanding its product offerings to include other emergency supplies such as generators and survival kits that include food bars, a water filtration system, and first aid supplies. Although there are nine named hurricanes forecasted for the upcoming year, no one really can predict what will happen. The projected number of hurricanes would fall in which quadrant(s) of the SWOT analysis grid?



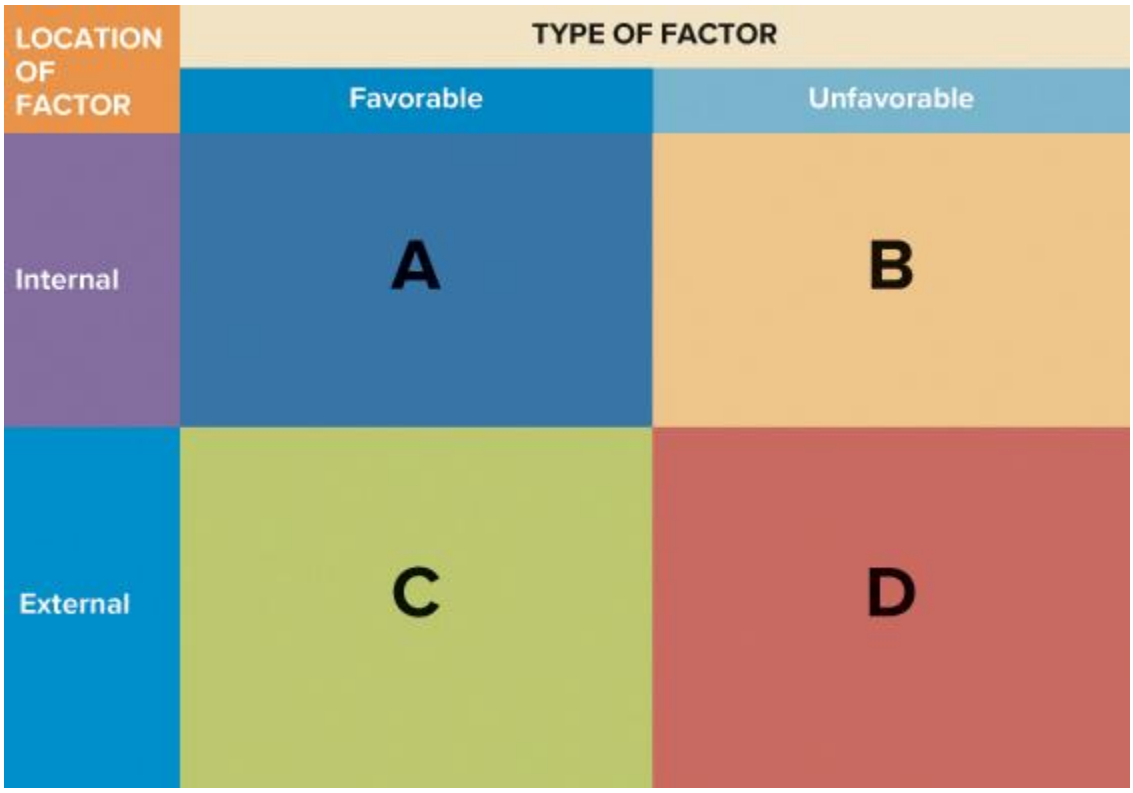
A) A
B) B
C) C
D) D
E) both C and D

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262) Consider Figure 2-7. A Florida-based flashlight company has been extremely successful due in part to the number of hurricanes in Florida that result in a loss of power. The firm is thinking of expanding its product offerings to include other emergency supplies such as generators and survival kits. The company would have to rely on another firm to manufacture and package the survival kits. This production issue would fall in which quadrant(s) of the SWOT analysis grid?



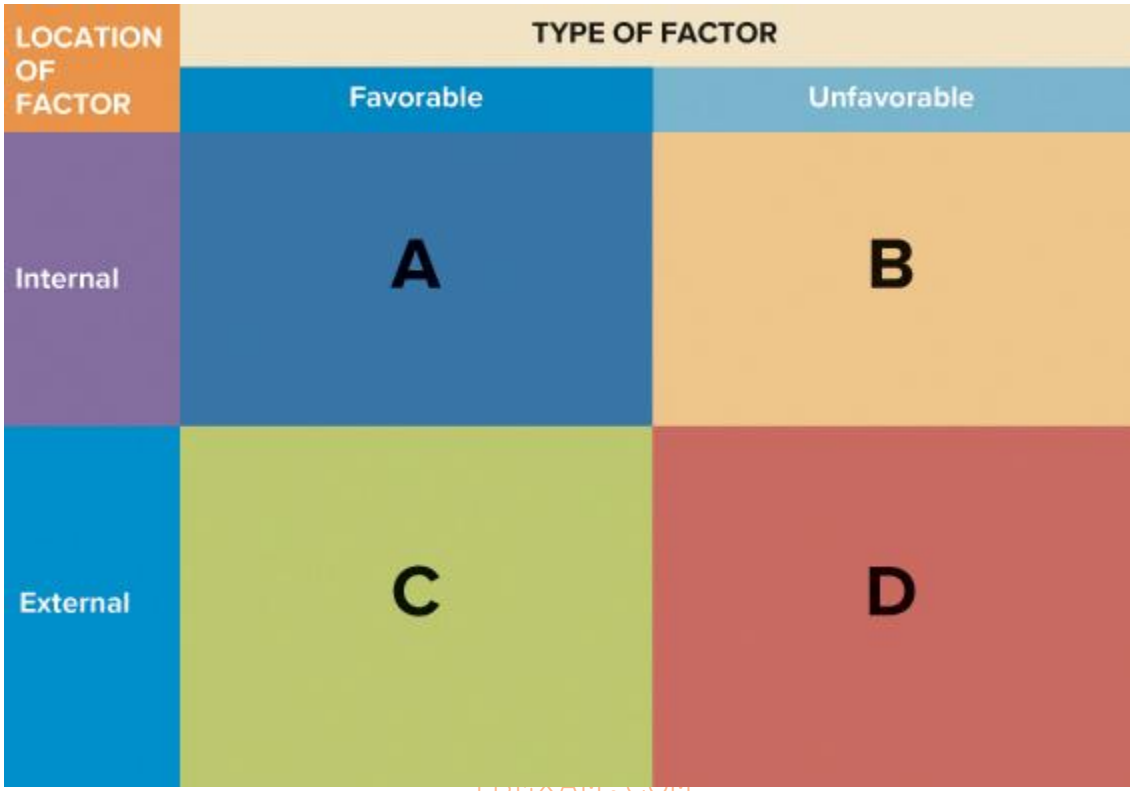
A) A
B) B
C) C
D) D
E) both C and D

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263) Quadrant A in Figure 2-7 represents a(n) _____ in a SWOT analysis.



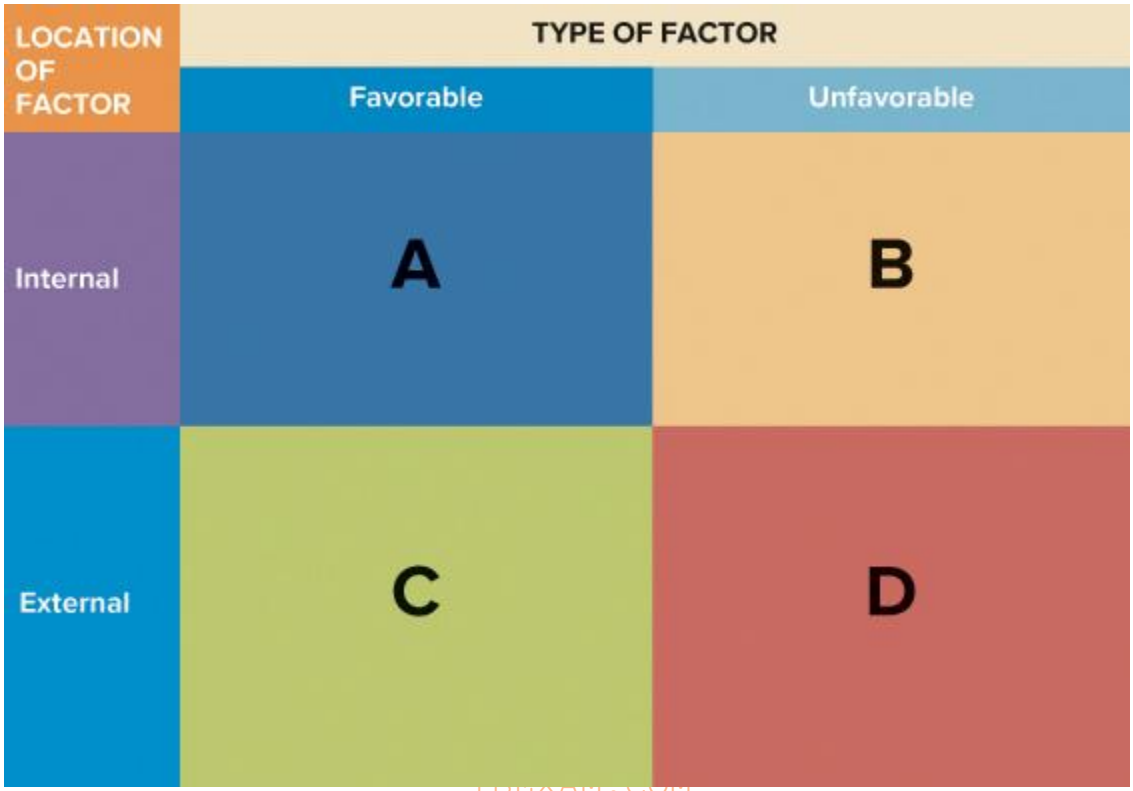
A) threat
B) weakness
C) strength
D) opportunity
E) market segment

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264) Quadrant B in Figure 2-7 represents a(n) _____ in a SWOT analysis.



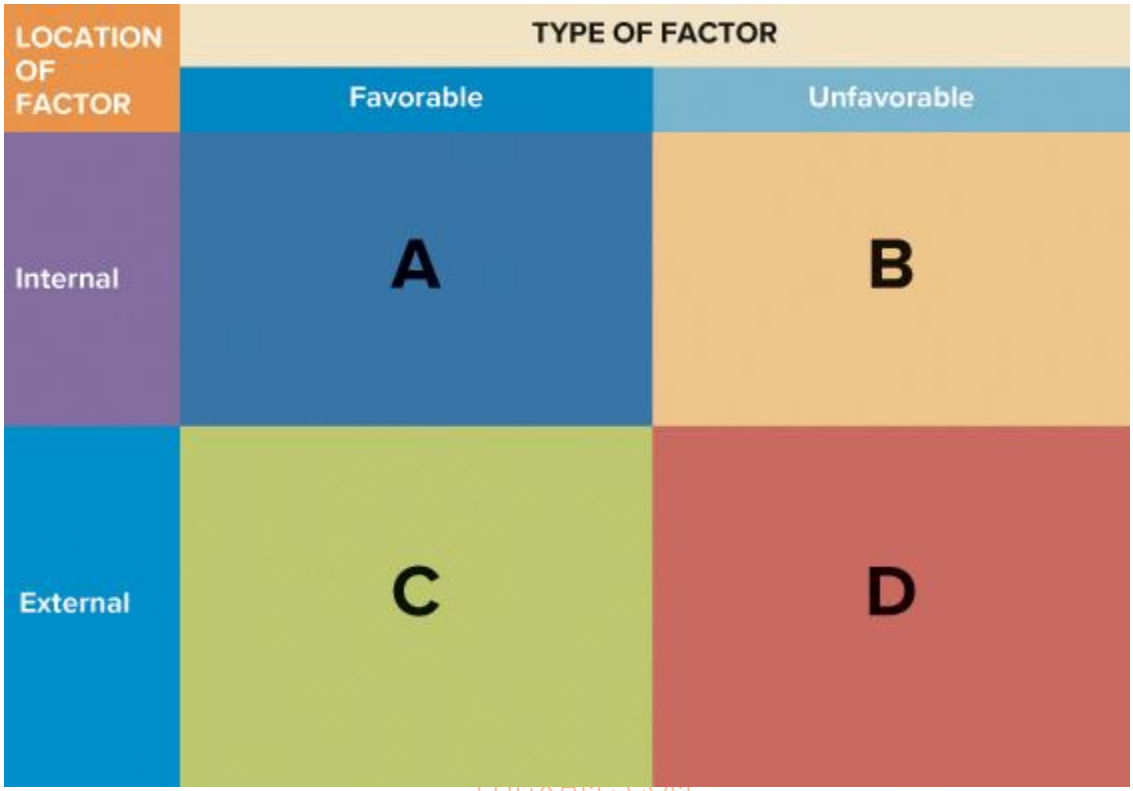
A) threat
B) weakness
C) strength
D) opportunity
E) market segment

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265) Quadrant C in Figure 2-7 represents a(n) _____ in a SWOT analysis.



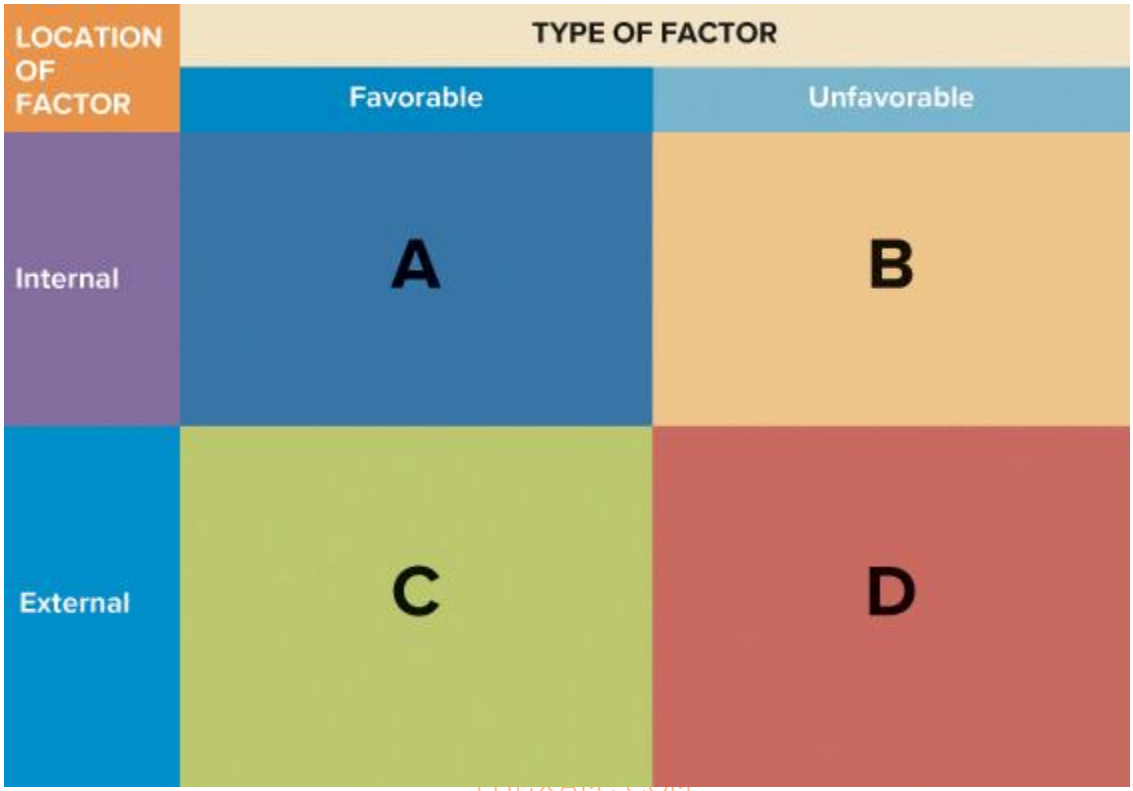
A) threat
B) weakness
C) strength
D) opportunity
E) market segment

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266) Quadrant D in Figure 2-7 above represents a(n) _____ in a SWOT analysis.



A) threat
B) weakness
C) strength
D) opportunity
E) market segment

267) Aggregating prospective buyers into groups that have common needs and will respond similarly to a marketing action is referred to as
A) market aggregation.
B) market segmentation.
C) product sorting.
D) product grouping.
E) mass marketing.

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268) Market segmentation refers to
A) identifying small groups of customers with dissimilar needs.
B) aggregating prospective buyers into groups and selecting only those whose needs cannot be met by competitors' products.
C) aggregating prospective buyers into groups that have common needs and will respond similarly to a marketing action.
D) aggregating different products into more reasonable product groupings to better serve consumers' needs.
E) those characteristics of a product that make it superior to competitive substitutes.

269) Market segmentation is a part of what step in the strategic marketing process?
A) situation analysis
B) market-product focus, customer value proposition, and goals
C) marketing program
D) implementation
E) evaluation

270) To develop a successful marketing plan for a soft drink, the process of_____ would most likely be used to group consumers on the basis of whether they prefer sugar-free and caffeine-free soda, caffeine-free sugared soda, or regular soda with sugar and caffeine.
A) market aggregation
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B) product alignment
C) customer grouping
D) mass marketing
E) market segmentation

271) The cluster of benefits that an organization promises customers to satisfy their needs is referred to as a
A) core benefit proposal.
B) product protocol.
C) marketing program.
D) marketing mix.
E) customer value proposition.

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272) A customer value proposition is
A) the unique combination of benefits received by targeted buyers that includes quality, convenience, on-time delivery, and both before-sale and after-sale service at a specific price.
B) a statement that, before product development begins, identifies (1) a well-defined target market; (2) specific customers' needs, wants, and preferences; and (3) what the product will be and do to satisfy consumers.
C) a unique strength relative to competitors that provides superior returns, often based on quality, time, cost, or innovation.
D) the characteristics of a product that make it superior to competitive substitutes.
E) the cluster of benefits that an organization promises customers to satisfy their needs.

273) Michelin's_____ can be summed up as "providing safety-conscious parents greater security in tires at a premium price."
A) customer value proposition
B) protocol
C) mission statement
D) core value set
E) marketing program

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274) Those characteristics of a product that make it superior to competitive substitutes are
A) core benefit propositions.
B) marketing mix elements.
C) points of difference.
D) marketing attributes.
E) product protocols.

275) Points of difference refer to
A) the fundamental, passionate, and enduring principles of an organization that guide its conduct over time.
B) the cluster of benefits that an organization promises customers to satisfy their needs.
C) a unique strength relative to competitors that provides superior returns, often based on quality, time, cost, or innovation.
D) those characteristics of a product that make it superior to competitive substitutes.
E) the use of percentage points of market share to allocate marketing resources effectively for different product lines within the same firm.

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276) Which pair of experience attributes are most likely to result in customer willingness to pay more?
A) fun and a loyalty program
B) brand image and global presence
C) convenience and knowledgeable service
D) charitability and personalization
E) atmosphere and human interaction

277) At which step of the planning stage of the strategic marketing process does a firm develop its marketing mix?
A) situation analysis
B) customer value proposition
C) marketing program
D) implementation
E) market segmentation

278) The marketing program, Step 3 in the strategic planning process, answers which question?
A) who
B) what
C) when
D) why
E) how

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279) The_____ element of the marketing mix includes features and packaging.
A) product
B) price
C) promotion
D) place
E) people

280) The_____ element of the marketing mix includes discounts and allowances.
A) product
B) price
C) promotion
D) place
E) people

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281) The_____ element of the marketing mix includes personal selling and advertising.
A) product
B) price
C) promotion
D) place
E) people

282) The_____ element of the marketing mix includes outlets and transportation.
A) product
B) price
C) promotion
D) place
E) people

283) Alcatel offers a simple cell phone with calling and an FM radio for use in most international markets. This an example of Alcatel's
A) evaluation strategy.
B) price strategy.
C) place strategy.
D) promotion strategy.
E) product strategy.

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284) Medtronic, a company that makes heart pacemakers, introduced a new product at medical conventions across Asia to demonstrate its many beneficial features. The convention presentations are an example of its
A) market segmentation and targeting strategy.
B) price strategy.
C) place strategy.
D) promotion strategy.
E) product strategy.

285) Volvo offers incentives of up to $1000 off a new vehicle to both current owners of a Volvo and active duty military and veterans. This is an example of a firm's
A) market segmentation and targeting strategy.
B) price strategy.
C) place strategy.
D) promotion strategy.
E) product strategy.

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286) Unilever distributes its Lipton tea products in part through independent brokers, agents and distributors to chain, wholesale, co-operative and independent grocery accounts, and food service. This is an example of a firm's

A) market segmentation and targeting strategy.
B) price strategy.
C) place strategy.
D) promotion strategy.
E) product strategy.

287) The second phase of the strategic marketing process is the_____ phase.

A) tactics
B) strategic
C) planning
D) implementation
E) evaluation

288) In which phase of the strategic marketing process does a firm obtain resources, design the marketing organization, define tasks and deadlines, and execute the marketing program?

A) planning phase
B) implementation phase
C) evaluation phase
D) strategic phase
E) tactics phase

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289) All of these are components of the implementation phase of the strategic marketing process *except* which?

A) defining precise tasks, responsibilities, and deadlines
B) executing the marketing program
C) designing the marketing organization
D) conducting R and D
E) obtaining resources

290) The actions taken during the implementation phase of the strategic marketing process include which of these?

A) Obtain resources.
B) Select target markets.
C) Position the product.
D) Find points of difference.
E) Correct deviations from expected outcomes.

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291) In a typical manufacturing firm, the structure of its marketing department is typically organized from top to bottom in which of these ways?
A) CEO to CFO to product manager.
B) CEO to CMO to product manager.
C) Product manager to marketing research manager to sales manager to promotion manager.
D) Industry manager to market manager to product manager.
E) Product manager to CMO to sales manager.

292) Central features of_____ include: (1) the task; (2) the person responsible for completing that task; (3) the date to finish the task; and (4) what is to be delivered.
A) an output map
B) a Gantt chart
C) a market schedule
D) a SWOT analysis
E) a marketing action memo

293) Central features of a Gantt chart include four main items, including the
A) deadline to complete a task.
B) budget.
C) product or service.
D) points of difference.
E) promotional message.

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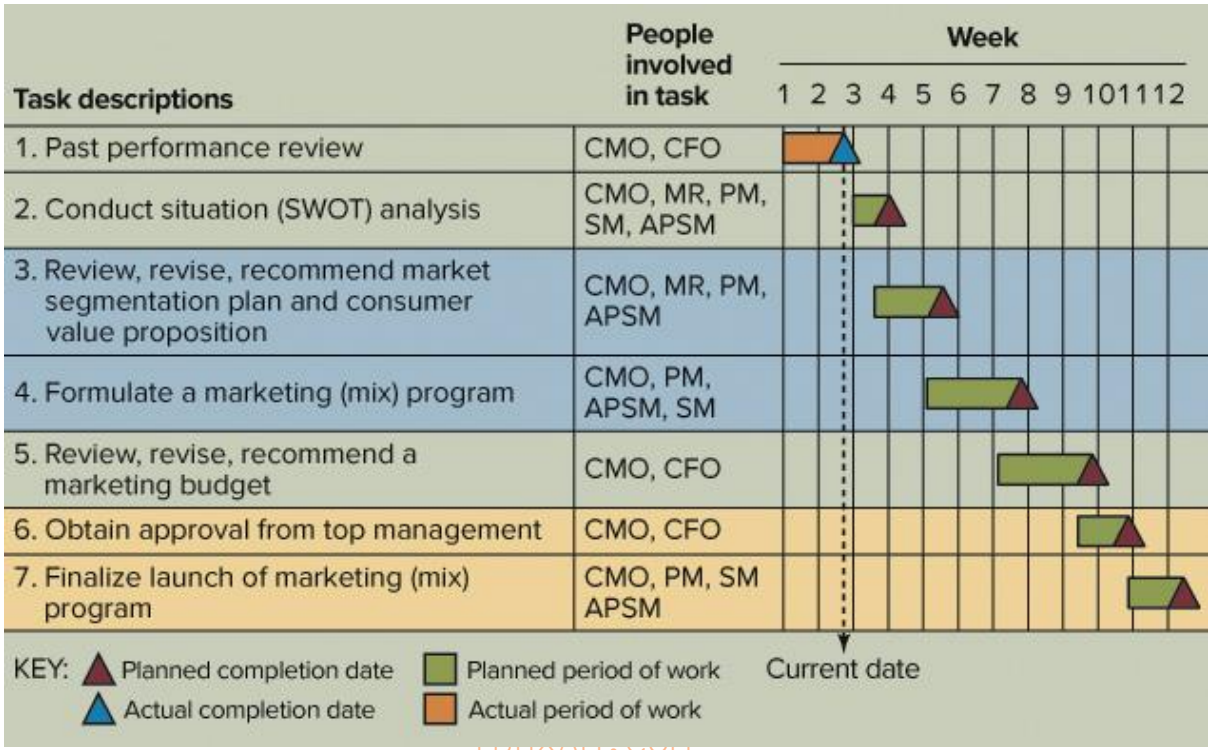
294) When participating in major projects in college marketing classes, effective teams can use a_____ to be sure that each team member does a fair amount of work and that class projects are finished efficiently and on time.
A) market-product grid
B) cloverleaf schedule
C) Plan-A-Gram
D) Gantt chart
E) sales response function

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295) Figure 2-11 is known as a _____, which is helpful for scheduling activities when some must be completed before others can begin.



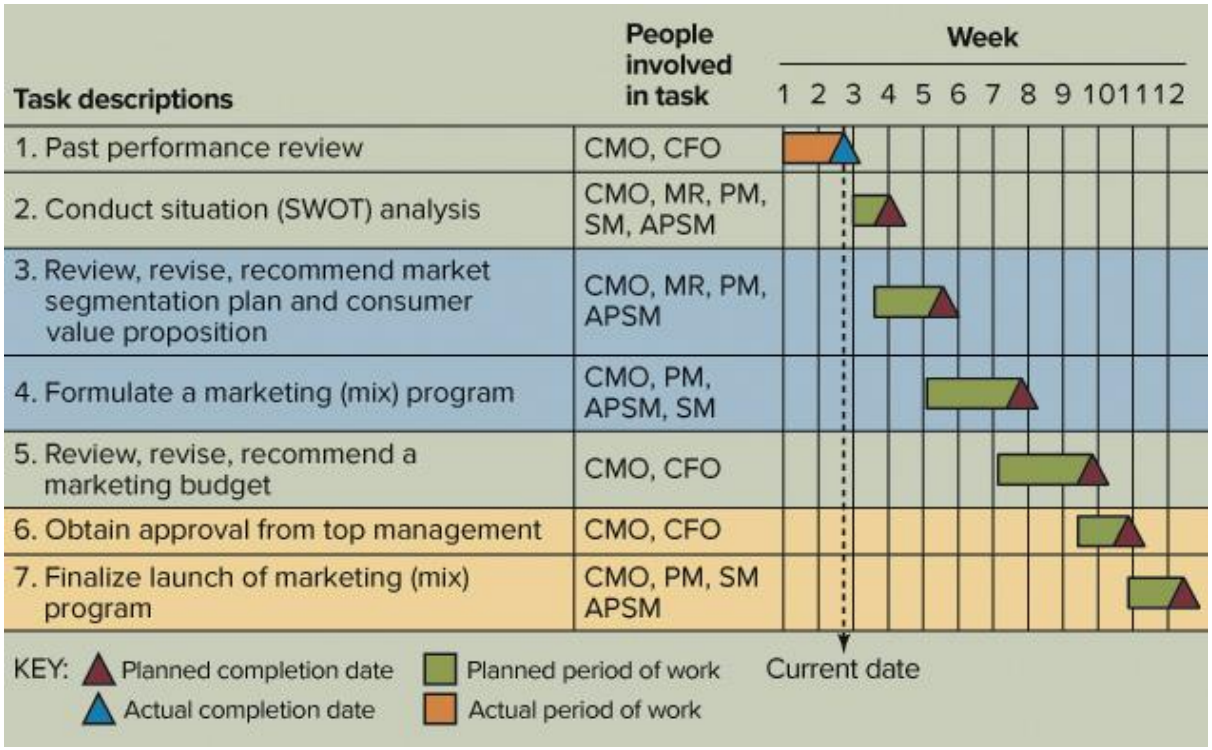
A) market-product grid
B) terrace schedule
C) BCG matrix
D) Gantt chart
E) sales response function

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296) Which task shown in Figure 2-11 must be done sequentially rather than concurrently?



A) 1 and 2
B) 2 and 3
C) 3 and 4
D) 5 and 6
E) 6 and 7

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297) The key to all scheduling techniques is to
A) avoid scheduling tasks that can be done concurrently.
B) avoid tasks that must be done sequentially.
C) make sure to allow a 20 percent delay factor to account for contingencies.
D) assign responsibility for end results to the entire group rather than a single individual.
E) distinguish tasks that must be done sequentially from those that can be done concurrently.

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298) A marketing_____ is defined as the means by which a marketing goal is to be achieved, usually characterized by a specified target market and a marketing program to reach it.

A) plan
B) tactic
C) strategy
D) concept
E) action

299) A marketing strategy refers to

A) the means by which a marketing goal is to be achieved, usually characterized by a specified target market and a marketing program to reach it.
B) the tactical decisions made to implement the marketing program.
C) a technique to quantify performance measures and growth targets of a firm's strategic business units (SBUs).
D) a road map for the marketing activities of an organization for a specified future time period, such as one year or five years.
E) the detailed day-to-day operational decisions.

300) A marketing strategy typically addresses both the_____ and the_____.

A) product groupings; target markets
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B) target market; marketing program
C) subjective; objective goals
D) revenues generated; market share achieved
E) feasibility; time required to implemen

301) A marketing strategy is the means by which a marketing goal is to be achieved. The two parts that usually characterize a marketing strategy are

A) specific organizational goals and objectives.
B) a detailed marketing plan and a marketing budget.
C) marketing strategies and marketing tactics.
D) a specified target market and a marketing program to reach it.
E) marketing metrics and marketing dashboards to track effectiveness.

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302) Which statement reflects the key elements in developing a marketing strategy for L. M. Schofield, Inc., a company that produces specialized concrete surfaces for heavily trafficked areas such as retail outlets and amusement parks?
A) Subscribe to all the major trade journals to determine the offerings of competitors.
B) Communicate with contractors using direct mail about the various walking surfaces Schofield can create for riding and walking paths.
C) Design a sample ad and test it using visitors at a trade show.
D) Hire six new sales representatives for the Midwest regional office and train them on all aspects of concrete surfaces.
E) Conduct a focus group to decide on which surface to use for a theme park in Brazil.

303) Marketing tactics are the
A) long-term decisions made to implement the marketing program and the monitoring of those decisions.
B) detailed day-to-day operational decisions essential to the overall success of marketing strategies.
C) steps taken to develop an effective marketing plan.
D) development of marketing strategies to achieve the organization's marketing objectives.
E) refinement of the organization's mission based on the results obtained from a marketing audit.

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304) The detailed day-to-day operational decisions essential to the overall success of marketing strategies are
A) marketing plans.
B) marketing programs.
C) marketing tactics.
D) marketing strategies.
E) marketing procedures.

305) Compared to marketing strategies, marketing tactics generally involve actions that
A) are detailed day-to-day operational decisions.
B) are long-term rather than short-term.
C) involve upper levels of management rather than front-line managers.
D) are general rather than specific in nature.
E) have been successfully implemented in the past.

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306) Marketers at Volkswagen in Istanbul created a digital flip film out of some 200 photos to tout the prowess of their new truck, the Amarok, hoping it would be a clever way to get people to engage. This action is an example of Volkswagen's marketing
A) tactics.
B) missions.
C) visions.
D) strategies.
E) customer values.

307) Eileen Fisher is a leader in sustainable fashion. For a month, shoppers could visit an Eileen Fisher Renew pop-up shop in Bellingham, WA, to purchase gently worn or slightly flawed pieces as a way to lessen the fashion footprint. Use of a pop-up shop to sell these items is one of Eileen Fisher's
A) missions.
B) visions.
C) strategies.
D) tactics.
E) customer value.

308) The strategic marketing process involves three phases: planning, implementation, and
A) review.
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B) execution.
C) evaluation.
D) goal revision.
E) correction.

309) The third and final phase of the strategic marketing process is the_____ phase.
A) tactics
B) strategic
C) planning
D) implementation
E) evaluation

310) The two major aspects of the evaluation phase of the strategic marketing process are
A) segmenting the market and selecting target markets.
B) establishing a business mission and designing measurable goals and objectives.
C) designing the marketing mix and setting the budget.
D) comparing the results of the marketing program with the goals to identify deviations and acting on them.
E) executing the marketing plan and designing the marketing organization.

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311) The actions taken during the evaluation phase of the strategic marketing process include comparing results with plans to identify deviations and
A) starting the planning process anew.
B) executing the marketing program.
C) tracking sales and revenues and comparing with competitors.
D) developing the budget by estimating revenues, expenses, and profits.
E) exploiting positive deviations and correcting negative ones.

312) The difference between the projection of the path to reach a new sales revenue goal and the projection of the path of the results of a plan already in place is the
A) planning gap.
B) contribution margin.
C) point of difference.
D) break-even point.
E) sales response function.

313) The planning gap refers to
A) the difference between projected total costs and realized total revenues.
B) the difference between projected total costs and net profits.
C) the difference between marginal revenue and marginal cost.
D) the percentage point difference between a firm and its next largest competitor in terms of market share.
E) the difference between the projection of the path to reach a new sales revenue goal and the projection of the path of the results of a plan already in place.

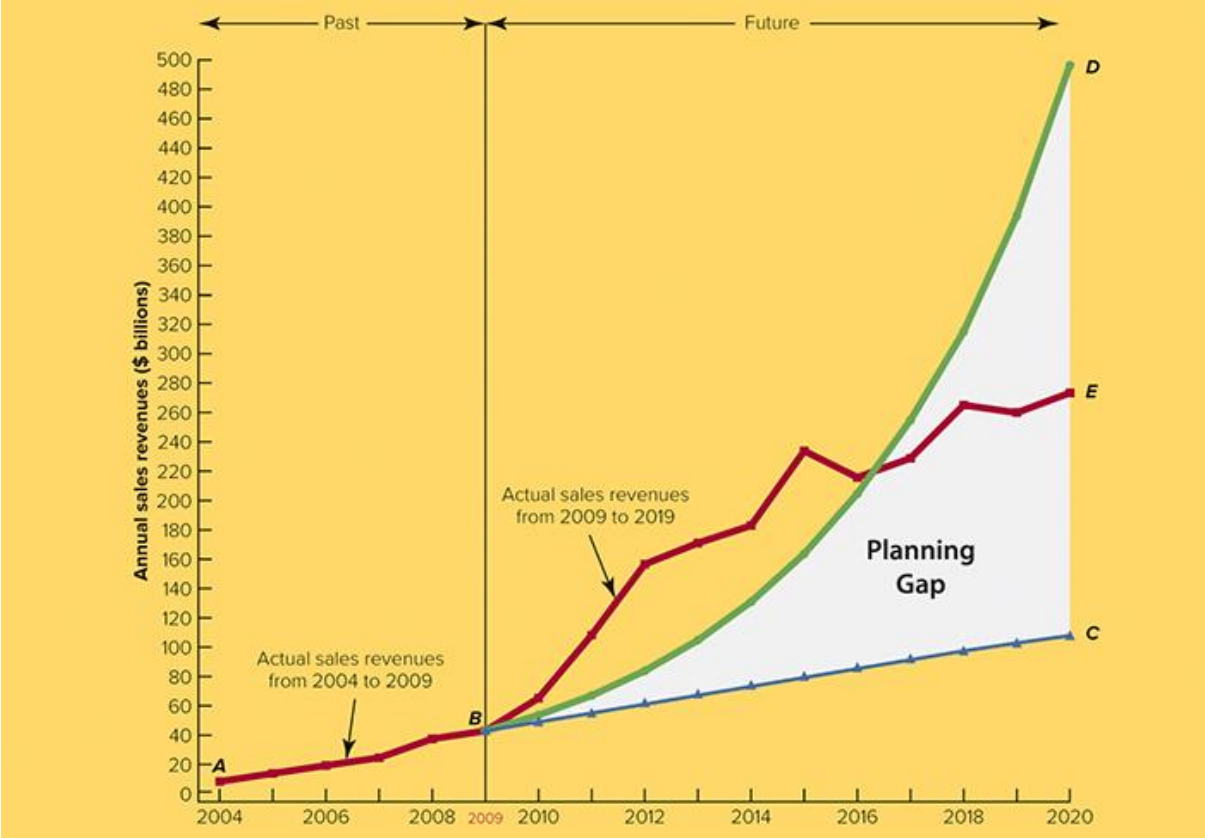
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314) The wedge labeled DBC in Figure 2-12 represents the



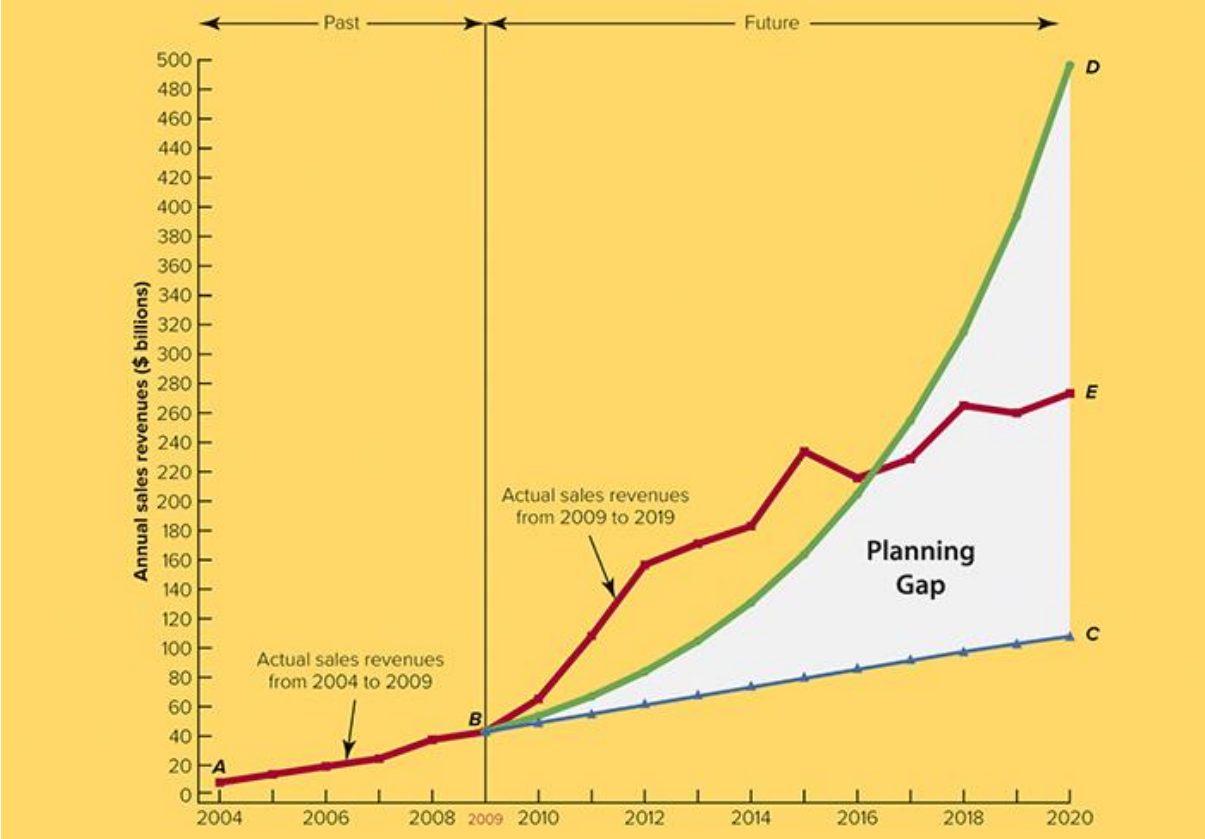
A) contribution margin.
B) marginal trend.
C) breakeven point.
D) planning gap.
E) sales differential.

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315) Based on the information in Figure 2-12, the planning gap between 2009 and 2018, as represented by the wedge labeled DBC



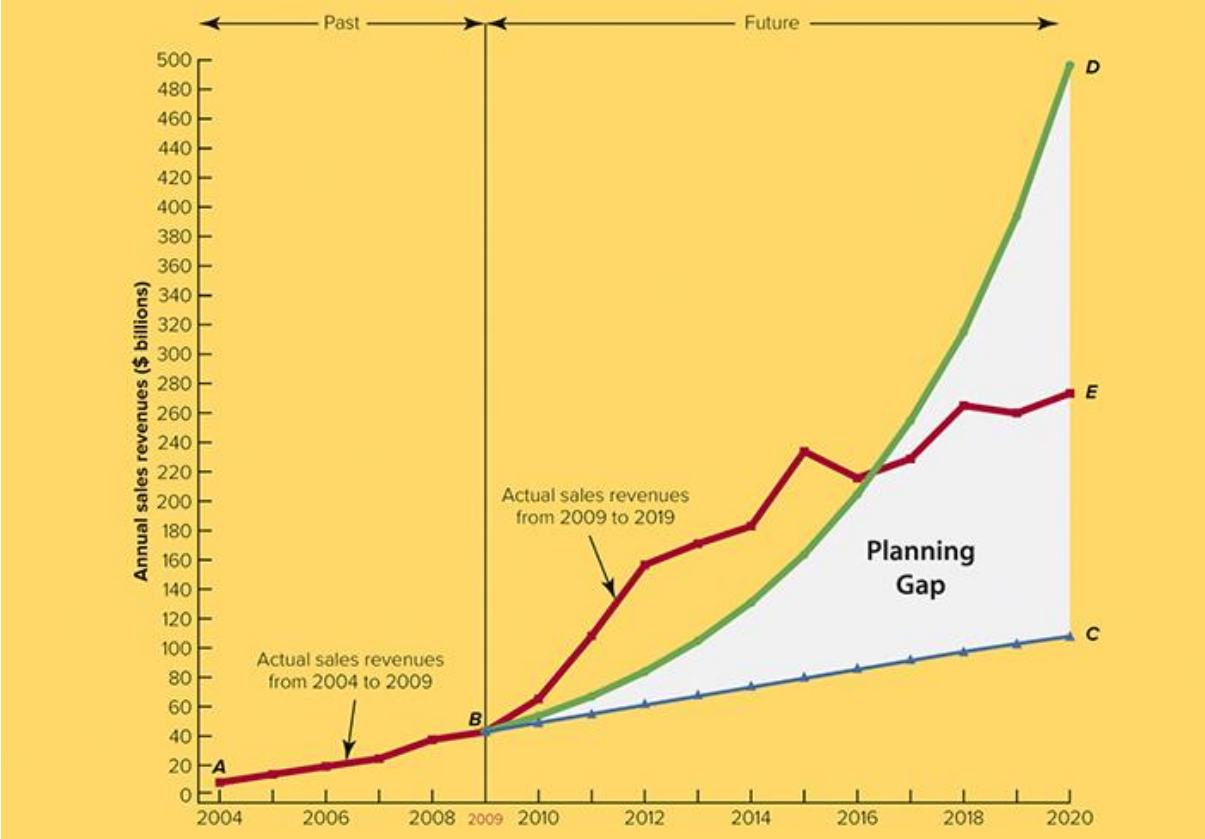
A) is widening.
B) is narrowing.
C) is staying the same.
D) cannot be quantified.
E) began to open in 2004.

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316) Based on the sales revenue data shown in Figure 2-12, as a marketing manager for Apple, you would most likely conclude that



A) the planning gap is narrowing.
B) the actual sales results (line BE) tracked fairly well with the 2009 plan (line BD).
C) the actual sales results (line BE) underperformed the 2009 plan (line BC).
D) sales have slowed significantly since 2009 (line BC).
E) the 2009 plan (line BD) was far too aggressive and could not be achieved.

317) When evaluations show that actual performance differs from expectations, firms typically attempt to

A) decide if the time horizon should be increased or decreased.
B) perform a SWOT analysis with their major competitor as the principal focus.
C) use statistical linear trend analysis to interpret the results.
D) exploit a positive deviation or correct a negative deviation.
E) adopt a market-product grid to analyze the sales results.

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318) A planning gap is the difference between the projection of the path to reach a new sales revenue goal and the projection of the path of a plan already in place. The ultimate purpose of the firm's marketing program is to_____ this planning gap.

A) calculate the contribution margin of
B) calculate the marginal trend of
C) create the break-even point for
D) fill in
E) determine the sales differential of

319) Evergreen Air Center is the world's largest parking lot for unwanted commercial aircraft. . Prior to September 2001, the company had 140 discarded airplanes and was growing at a net rate of about four planes monthly. After 9/11, airlines retired over 1,000 planes, and the actual number of planes stored at Evergreen differed significantly from its earlier prediction. Evergreen needed a new marketing plan; without one, the company would see a widening of the

A) contribution margin.
B) planning gap.
C) marginal trend.
D) break-even point.
E) sales differential.

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320) The marketing manager looks for two kinds of deviations during the evaluation phase, each triggering a different kind of action: actual results fall short of goals or

A) deviations result from major shifts in customer needs.
B) actual results exceed goals.
C) there is a lack of deviations when they should exist.
D) deviations result from executive mandates.
E) deviations are blamed on insufficient marketing support (personnel or funding).

321) Alex has just completed measuring the results of her firm's product performance. Her next step will be to

A) do a profitability analysis.
B) take necessary corrective actions.
C) bring these to the marketing auditor.
D) proceed regardless of deviations from original plans.
E) compare the results against the goals specified in the marketing plan.

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322) IBM's business strategy to help its clients prepare for a world that is infused with digital intelligence and a world where humans and machines work side-by-side to do things that humans cannot do alone is known as
A) "The IBM Way."
B) "Let's Put Smart to Work."
C) "Reinvent Business."
D) "The 2020 Road Map."
E) "Big Blue."

323) Which of these is a core value underlying business practices at IBM?
A) fast failure in research and development
B) honoring the contributions of important leaders
C) rapid but sustainable growth
D) influencing of popular culture
E) innovation that matters for the company and for the world

324) All of these are important branded offerings that will meet IBM's customer needs into the future *except* which?
A) artificial intelligence capable of analyzing company and consumer data
B) industry-specific consulting services
C) entertainment-focused PCs and hard disk drives
D) enterprise-strength cloud capabilities
E) advanced cybersecurity

325) Marketing professionals at IBM use which word to describe their marketing practices and methodologies?
A) honest
B) innovative
C) customized
D) relevant
E) agile

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326) The marketing plan for IBM's "Let's Put Smart to Work" strategy includes which of these marketing tactics?

A) handing out "Let's Put Smart to Work" T-shirts on select college campuses throughout the world
B) providing samples of new hard drives to Fortune 500 businesses
C) advertising in *Outdoor* magazine
D) sponsoring the Masters golf tournament
E) garnering a celebrity endorsement from Trevor Noah, the host of "The Daily Show"

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

327) Briefly describe the four levels in a hierarchical organizational structure, including the three that are strategic in nature.

328) Apple, a multimarket, multiproduct firm, manufactures and markets Apple Watch, iPods, iPhones, and iPads as a portfolio of businesses. At what organizational level does Apple set the strategic direction for these businesses to create customer value?

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329) What is a cross-functional team and how is it used?

330) Explain what a visionary organization is and the three questions (why, what, and how) that need to be answered to achieve success.

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331) What are the three elements that today's visionary organization must do to be forward looking and successful within its marketing environment? What is the purpose of each of these elements?

332) What is an organization's mission? What are some elements of a well-written mission statement?

333) In 25 words or less, write a mission statement for a local community college.

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334) The American railroad industry faced a serious decline in the 20th century. What business did rail executives believe they were in at that time? What business is a railroad company really in? Why is the difference important?

335) Name and briefly describe the seven types of organizational goals or objectives.

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336) The logistics industry has sales of $800 billion per year. If a third-party logistics provider had sales of $8 billion, what would its market share be? Be sure to define market share and show your work in your answer.

337) Define *marketing dashboard* and *marketing metric* and explain how these terms are related.

338) Explain the difference between competencies and competitive advantage in an organizational setting.

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339) The Boston Consulting Group's business portfolio analysis model can be used to analyze a firm's strategic business units. How is it used and what can it tell you?

340) One of the most recognized approaches to business portfolio analysis is the Boston Consulting Group's growth-share matrix. Describe this tool and the four quadrants of the matrix.

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341) Identify and explain each of the four market-product strategies represented by each quadrant in the diversification analysis matrix.

342) List the three steps of the planning phase of the strategic marketing process. Briefly describe what goes on during each of the three steps.

343) Identify and describe the three phases of the strategic marketing process.

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344) Identify and describe the four factors in a SWOT analysis and give examples for Ben & Jerry's Ice Cream that help identify the critical strategy-related factors that could impact the firm.

345) A campus service organization annually raises money through the sale of T-shirts. How could it use market segmentation to increase sales of the shirts? Be sure to include a definition of market segmentation in your answer.

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346) What are the marketing mix elements that make up a cohesive marketing program?

347) A campus service organization annually raises money through the sale of T-shirts. What are the major components of the marketing program it should use to increase sales? Give at least one example of each.

348) What are the four components of the implementation phase of the strategic marketing process?

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349) Explain what a Gantt chart is and how it is used.

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350) What is the difference between a marketing strategy and a marketing tactic?

351) Explain the steps in the evaluation phase of the strategic marketing process.

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352) What is the purpose of the evaluation phase of the strategic marketing process? How is it accomplished?

353) Explain what a planning gap is and what is used to close it.

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Answer Key

Test name: Chapter 02

1) A
Ben & Jerry's founders believe that farmers who grow ingredients for their ice cream products (such as cocoa, coffee, and vanilla) should receive a fair price for their harvest. In return farmers agree to use sustainable farming practices, implement fair working standards, and invest in local communities.

2) E
Ben & Jerry's mission-driven approach led the company to successfully implement many highly creative organizational and marketing strategies, including the elimination of single-use plastic. Ben & Jerry's has announced that it will no longer offer plastic straws and spoons. Jenna Evans, Global Sustainability Manager, explains that recycling isn't enough: "We, and the rest of the world, need to get out of single-use plastic."

3) D
Ben & Jerry's was one of the first companies involved in the Benefit Corporation movement, which has developed a rigorous set of principles and standards on which to evaluate companies in terms of social and environmental performance, accountability, and transparency.

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4) A
Today, Ben & Jerry's is owned by Unilever, which is the market leader in the global ice cream industry—one that is expected to reach $75 billion by 2024.

5) B
Text term definition—organization.

6) A
Text term definition—organization.

7) D
Text term definition—offerings.

8) C
Text term definition—offerings.

9) C

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Today's organizations are of three types: (1) for-profit organizations, (2) nonprofit organizations, and (3) government agencies.

10) B
Text term definition—for-profit organization.

11) C
Text term definition—for-profit organization.

12) B
Key term definition—profit.

13) D
Key term definition—profit.

14) D
Profit is the money left over after a business firm's total expenses are subtracted from its total revenues. Here, profit is $1050 – $500 = $550.

15) A
Text term definition—nonprofit organization.

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16) E
Text term definition—nonprofit organization.

17) C
Text term definition—government agency.

18) B
Each year a growing number of "social entrepreneurs" start new ventures that address important social needs and issues. These new enterprises are often organized as nonprofit organizations that combine traditional approaches for generating revenue with the pursuit of social goals.

19) D
A business firm is a privately owned organization that serves its customers in order to earn a profit so that it can survive. A nonprofit organization is a nongovernmental organization that serves its customers but does not have profit as an organizational goal.

20) E

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Vitalant is a nonprofit, nongovernmental organization that serves its customers but does not have profit as an organizational goal.

21) D
Today's organizations can be divided into three groups, which are for-profit, nonprofit, and government agencies. Cree is a for-profit organization because it is a privately owned organization that serves its customers in order to earn a profit so that it can survive.

22) C
Organizations can be divided into three groups, which are for-profit, nonprofit, and government agencies. Recidiviz is an example of a nonprofit organization that serves its customers but does not have profit as an organizational goal.

23) E
Organizations can be divided into three groups, which are for-profit, nonprofit, and government agencies. Ling's business is an example of a nonprofit organization that serves its customers but does not have profit as an organizational goal.

24) B
Each year a growing number of "social entrepreneurs" start new ventures that address important social needs and issues. The issues they have focused on include expanding health care delivery, increasing access to education, and improving agricultural efficiency.

25) A
Teach For America is the national corps of recent college graduates who commit to teach for two years in urban and rural public schools and become lifelong leaders in expanding educational opportunity.

26) C
Teach For America is an example of a creative nonprofit organization. Launched by college senior Wendy Kopp, Teach For America is the national corps of recent college graduates who commit to teach for two years in urban and rural public schools and become lifelong leaders in expanding educational opportunity. Each year more than 10,000 corps members teach 750,000 students.

27) E
The terms *firm, company,* and *organization* are used interchangeably to cover both business and nonprofit operations.

28) C

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Text term definition—industry.

29) A
Text term definition—industry.

30) D
The government is not an industry.

31) C
Key term definition—strategy.

32) A
Key term definition—strategy.

33) B
An organization's marketing department helps to set its strategic direction and also move it there.

34) B
Large organizations are extremely complex. They usually consist of three organizational levels whose strategies are linked to marketing. These levels are corporate, business unit, and functional. See Figure 2-1.
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35) B
Large organizations usually consist of three organizational levels whose strategies are linked to marketing. The board of directors ("A") oversees the three levels of strategy: corporate level ("B"), strategic business unit level ("C"), and functional level ("D") comprised of individual departments (marketing, finance, etc. or "E") in organizations. See Figure 2-1.

36) C
Large organizations usually consist of three organizational levels whose strategies are linked to marketing. The board of directors ("A") oversees the three levels of strategy: corporate level ("B"), strategic business unit level ("C"), and functional level ("D") comprised of individual departments (marketing, finance, etc. or "E") in organizations. See Figure 2-1.

37) A
Large organizations usually consist of three organizational levels whose strategies are linked to marketing. The board of directors ("A") oversees the three levels of strategy: corporate level ("B"), strategic business unit level ("C"), and functional level ("D") comprised of individual departments (marketing, finance, etc. or "E") in organizations. See Figure 2-1.

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38) D
Large organizations usually consist of three organizational levels whose strategies are linked to marketing. The board of directors ("A") oversees the three levels of strategy: corporate level ("B"), strategic business unit level ("C"), and functional level ("D") comprised of individual departments (marketing, finance, etc. or "E") in organizations. See Figure 2-1.

39) E
Large organizations usually consist of three organizational levels whose strategies are linked to marketing. The board of directors ("A") oversees the three levels of strategy: corporate level ("B"), strategic business unit level ("C"), and functional level ("D") comprised of individual departments (marketing, finance, etc. or "E") in organizations. See Figure 2-1.

40) B
Large organizations usually consist of three organizational levels whose strategies are linked to marketing. The board of directors oversees the three levels of strategy in organizations: corporate, strategic business unit, and functional. See Figure 2-1.

41) A
Text term definition—corporate level.

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42) B
Text term definition—corporate level.

43) E
The corporate level in an organization is where top management directs overall strategy for the entire organization.

44) B
The president or chief executive officer (CEO) is the highest ranking officer in the organization and is usually a member of its board of directors. This person must possess leadership skills ranging from overseeing the organization's daily operations to spearheading strategy planning efforts that may determine its very survival.

45) B
The chief executive officer (CEO) is the highest-ranking officer in the organization and is usually a member of its board of directors. This person must possess leadership skills ranging from overseeing the organization's daily operations to spearheading strategy planning efforts.

46) C

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The corporate level is where top management, including the CEO, directs overall strategy for the entire organization.

47) B
A CMO (chief marketing officer) is the head of marketing, operating at the corporate level of an organization.

48) D
In recent years, many large firms have changed the title of the head of marketing from vice president of marketing to chief marketing officer (CMO). These CMOs have an increasingly important role in top management because of their ability to think strategically.

49) E
Text term definition—strategic business unit.

50) A
Text term definition—strategic business unit.

51) B
Text term definition—strategic business unit level.

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52) E
Text term definition—strategic business unit level.

53) E
At the strategic business unit level, managers set a more specific strategic direction for their businesses to exploit value-creating opportunities.

54) B
At the functional level, groups of specialists actually create value for the organization.

55) C
A key role of the marketing department is to look outward by listening to customers, developing offerings, implementing marketing program actions, and then evaluating whether those actions are achieving the organization's goals.

56) C
Text term definition—functional level.

57) A

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Text term definition—functional level.

58) B
At the functional level, the organization's strategic direction becomes its most specific and focused.

59) C
At the functional level, the organization's strategic direction becomes its most specific and focused.

60) D
Text term definition—department.

61) C
A key role of the marketing department is to look outward by listening to customers, developing and producing offerings, and implementing marketing program activities.

62) E
A key role of the marketing department is to look outward by listening to customers, developing and producing offerings, and implementing marketing program activities.

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63) C
Text term definition—cross-functional teams.

64) D
Text term definition—cross-functional teams.

65) A
When developing marketing programs for new or improved offerings, an organization's senior management may form cross-functional teams. These consist of a small number of people from different departments who are mutually accountable to accomplish a task or a common set of performance goals.

66) E
Cross-functional teams are composed of a small number of people from different departments in an organization who are mutually accountable to accomplish a task or a common set of performance goals.

67) E

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Cross-functional teams consist of a small number of people from different departments who are mutually accountable to accomplish a task or a common set of performance goals. Sometimes these teams will have representatives from outside the organization, such as suppliers or customers, to assist them.

68) C
To be successful, today's organizations must be forward-looking. They must anticipate future events and respond quickly and effectively to those events.

69) D
Today's visionary organization uses three key elements to: (1) specify its foundation (why does it exist? core values, mission/value, and organizational culture); (2) set a direction (what will it do? business definition, long- and short-term goals/objectives); and (3) formulate strategies (how will it do it? by level, by offering). See Figure 2-2.

70) B
Today's visionary organization uses three key elements to (1) specify its foundation, (2) set a direction, and (3) formulate strategies. See Figure 2-2.

71) A
Today's visionary organization uses three key elements to (1) specify its foundation (why does it exist?); (2) set a direction (what will it do?); and (3) formulate strategies (how will it do it?). See Figure 2-2.

72) D
Today's visionary organization uses three key elements to (1) specify its foundation (why does it exist?); (2) set a direction (what will it do?); and (3) formulate strategies (how will it do it?). See Figure 2-2.

73) E
Today's visionary organization uses three key elements to (1) specify its foundation (why does it exist?); (2) set a direction (what will it do?); and (3) formulate strategies (how will it do it?). See Figure 2-2.

74) C
An organization's foundation is its philosophical reason for being—why it exists.

75) E
An organizational foundation includes organizational purpose, core values, mission (vision), and organizational culture. See Figure 2-2.

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76) D
An organization's foundation is its philosophical reason for being—why it exists. At their most basic level organizations exist to create value for someone. Successful visionary organizations use this foundation to guide and inspire their employees through four elements: organizational purpose, core values, mission, and organizational culture. See Figure 2-2.

77) B
An organization's foundation includes organizational purpose, core values, mission (interchangeable with vision), and organizational culture. See Figure 2-2.

78) A
An organization's foundation includes organizational purpose, core values, mission (vision), and organizational culture. See Figure 2-2.

79) D
Visionary organizations have a clear expression of their purpose. Organizational purpose describes why an organization exists, what problems it wishes to solve, and what it wants to be to every person it touches through its work.

80) B
Organizational purpose statements have been found to help organizations create deeper connections with consumers and suppliers, do more for the communities with which the organization works, attract and retain talent who ascribe to the purpose, and in the process, achieve greater social impact and profitability. Organizational purpose serves as the basis for an organization's core values, mission and culture.

81) D
Key term definition—core values.

82) E
Key term definition—core values.

83) A
An organization's core values are the fundamental, passionate, and enduring principles that guide its conduct over time. They capture the firm's heart and soul and serve to inspire and motivate its stakeholders.

84) B

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To be effective, an organization's core values must be communicated to and supported by its top management and employees.

85) D
Core values are developed by an organization's founders or senior management and are consistent with their essential beliefs and character. They guide the organization's conduct and influence its strategy.

86) C
An organization's core values are the fundamental, passionate, and enduring principles that guide its conduct over time. These are some of IKEA's core values.

87) C
An organization's core values are the fundamental, passionate, and enduring principles that guide its conduct over time.

88) C
An organization's core values are the fundamental, passionate, and enduring principles that guide its conduct over time. This statement is most likely a statement of Ben & Jerry's core values.

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89) A
Text term definition—stakeholders.

90) A
Text term definition—stakeholders.

91) D
Stakeholders are the people who are affected by what the company does and how well it performs. This group includes employees, owners, and board members, as well as suppliers, distributors, unions, local communities, and, of course, customers.

92) D
Key term definition—mission.

93) E
Key term definition—mission.

94) C

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Often used interchangeably with vision, a mission statement should be clear, concise, meaningful, inspirational, and long-term.

95) B
Often used interchangeably with vision, a mission statement should be clear, concise, meaningful, inspirational, and long-term.

96) A
A mission is a statement of the organization's functions in society, often identifying its customers, markets, products, and technologies. Often used interchangeably with vision, a mission statement should be clear, concise, meaningful, inspirational, and long-term.

97) B
A mission statement should be clear, concise, meaningful, inspirational, and long-term.

98) B
A mission statement should be clear, concise, meaningful, inspirational, and long-term.

99) D
A mission is a statement of the organization's functions in society that identifies its customers, markets, products/services, and technologies, as shown by this mission for the American Red Cross.

100) C
A mission is a statement of the organization's functions in society that identifies its customers, markets, products, and technologies.

101) D
A mission is a statement of the organization's functions in society that often identifies its customers, markets, products, and technologies, as shown by this mission statement for Bumble.

102) B
A mission is a statement of the organization's functions in society that identifies its customers, markets, products, and technologies. Recently, organizations have added a social element to their mission statements to reflect an ideal that is morally right and worthwhile.

103) C
Key term definition—organizational culture.

104) E

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Key term definition—organizational culture.

105) B
An organizational culture is a set of values, ideas, attitudes, and norms of behavior that is learned and shared among the members of an organization. Organizations must connect with all of their stakeholders and organizational culture makes this possible.

106) E
An organization's culture refers to a set of values, ideas, attitudes, and norms of behavior that is learned and shared among the members of an organization. George Zimmer's statement about beginning with trust and fairness is part of a set of values that he instilled in the organization as part of the Men's Wearhouse culture.

107) C
An organization's culture refers to a set of values, ideas, attitudes, and norms of behavior that is learned and shared among the members of an organization. Uniting behind common values and goals has led to a strong organizational culture for St. Joseph Hospital.

108) A
The organization's direction answers the 'what' question, and includes (1) the "business it is in" and (2) its specific goals. See Figure 2-2.TBEXAM.COM

109) C
Key term definition—business.

110) A
Key term definition—business.

111) D
Theodore Levitt argued that senior managers of 20th century American railroads defined their business too narrowly instead of realizing that customers needed transportation.

112) B
In the first half of the 20th century, the American railroads proclaimed, "We are in the railroad business!" This narrow business definition lost sight of who their customers were and what they needed, which was transportation.

113) A

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Professor Theodore Levitt saw that 20th century American railroads defined their business too narrowly, proclaiming, "We are in the railroad business!" This myopic focus caused them to lose sight of who their customers were and what they needed. Railroads should have realized they were in "the transportation business."

114) D
Text term definition—business model.

115) B
Text term definition—business model.

116) C
The StarTribune and Newsweek had to change their business models because of the technological and social changes that occurred in their marketing environments.

117) D
Uber, the recent start-up known for its car transportation services, is continually redefining its business. The company started as a limousine service called UberCab. Soon the business was redefined as a ridesharing service when it added UberX and UberPool apps which allowed drivers to use their own cars were added. The definition expanded further, to transportation, when Uber Rush was added to provide package delivery, UberEats was added to provide food delivery from restaurants, and Uber Health was added to offer medical transportation including rides to vaccination sites.

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118) E
Key term definition—goals or objectives.

119) C
Key term definition—goals or objectives.

120) D
Goals or objectives (terms used interchangeably in the text) are statements of an accomplishment of a task to be achieved, often by a specific time. Goals convert an organization's mission and business into long- and short-term performance targets.

121) A
Goals or objectives (terms used interchangeably in the text) are statements of an accomplishment of a task to be achieved, often by a specific time. Goals convert an organization's mission and business into long- and short-term performance targets.

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122) E
Business firms can pursue several different types of goals including profit goals to get as high a financial return on its investments (ROI) as possible.

123) B
Most firms seek to maximize profits, achieving as high a financial return on investment (ROI) as possible. Profit is the money left after a business firm's total expenses are subtracted from its total revenues.

124) D
Business firms pursue several different types of goals such as profit, sales, market share, quality, customer satisfaction, employee welfare, and social responsibility. Most seek to maximize profit to obtain as high a financial return on their investments (ROI) as possible.

125) C
If profits are acceptable, a firm may elect to maintain or increase its sales level even though profits may not be maximized.

126) B
If profits are acceptable, a firm may elect to maintain or increase its sales level even though profits may not be maximized.

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127) C
This is an example of a sales goal, which is sometimes in dollars or in units, as it is here.

128) D
Key term definition—market share.

129) E
Key term definition—market share.

130) A
Key term definition—market share.

131) E
This is an example of a market share goal. Market share is the ratio of sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself.

132) B

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Business firms pursue several different types of goals such as profit, sales, market share, quality, customer satisfaction, employee welfare, and social responsibility. Medtronic offers its customers the highest quality with its implantable medical devices.

133) E
Pharmavite needed a quality goal because it failed to protect its products from contamination. If adequate quality were present, there would be no need for recalls like these.

134) D
Quality goals should help Toyota to regain the trust of consumers and rebuild its image as a producer of quality automobiles.

135) C
Six Sigma is a quality program that sets a goal of no more than 1 part per million being defective. A firm may target the highest quality, as Motorola did with its Six Sigma program.

136) A
Business firms pursue several different types of goals such as profit, sales, market share, quality, customer satisfaction, employee welfare, and social responsibility. Customer satisfaction can be measured with surveys or by the number of customer complaints an organization receives.

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137) D
Customer satisfaction can be measured directly with surveys or tracked through customer complaints. This action by Dole seems to be one intended to reduce the number of complaints about its bananas and thus improve satisfaction.

138) B
Customer satisfaction can be measured directly with surveys or tracked with performance measures (marketing metrics) such as the number of merchandise returns, which it wants to reduce by 20 percent for the holiday season. Returned merchandise is an indication of dissatisfied customers.

139) E
Customer satisfaction can be measured directly with surveys or tracked through complaints, which should be minimized by increasing the percent of orders shipped within 48 hours of receipt and its guarantee.

140) E

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Business firms pursue several different types of goals such as profit, sales, market share, quality, customer satisfaction, employee welfare, and social responsibility. When a firm recognizes the critical importance of its employees by providing them with good employment opportunities and working conditions, this is an employee welfare goal.

141) C
A firm may recognize the critical importance of its employees by having an explicit goal stating its commitment to good employment opportunities and working conditions for them, the situation with Starbucks.

142) E
A firm may recognize the critical importance of its employees by having an explicit goal stating its commitment to good employment opportunities and working conditions for them, the situation described here.

143) D
Business firms pursue several different types of goals such as profit, sales, market share, quality, customer satisfaction, employee welfare, and social responsibility. A social responsibility goal is when a firm seeks to balance the conflicting goals of stakeholders to promote their overall welfare, even at the expense of profits.

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144) E
A firm may seek to balance conflicting goals of stakeholders to promote their overall welfare, even at the expense of profits. American Express here shows a commitment to social responsibility goals.

145) C
A firm may seek to balance conflicting goals of stakeholders to promote their overall welfare, even at the expense of profits. The textbook describes this as a social responsibility goal.

146) C
Many organizations today identify several key performance indicators (KPIs) that demonstrate how effectively they are achieving each goal.

147) B
The organizational foundation sets the "why" of organizations; the organization direction sets the "what;" and organizational strategies are concerned with the "how." See Figure 2-2.

148) A

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Organizational strategies vary in two ways, depending on the strategy level in the organization and the offerings it provides to its customers.

149) C
Key term definition—marketing plan.

150) C
Most organizations develop a marketing plan as part of their strategic marketing planning efforts, which is a road map for the marketing activities of an organization for a specified future time period, such as one year or five years.

151) D
A marketing plan is a road map for the marketing activities of an organization for a specified future time period, such as one year or five years. The planning phase of the strategic marketing process usually results in a marketing plan that sets the direction for the marketing activities of an organization.

152) C
Key term definition—marketing dashboard.

153) E
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Key term definition—marketing dashboard.

154) D
A printed report is not an image displayed on a computer screen. A marketing dashboard is the visual display of the essential information, e.g., a graph or table, related to achieving a marketing objective. Marketing managers need to quickly glance at data to identify deviations and then make decisions to correct them. See Figure 2-3.

155) C
Marketing dashboards show graphic displays of key measures of a product's performance, such as sales and website traffic.

156) D
Key term definition—marketing metric.

157) A
Key term definition—marketing metric.

158) D

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Each display in a marketing dashboard shows a marketing metric, which is a measure of the quantitative value or trend of a marketing action or result.

159) C
A marketing metric is a measure of the quantitative value or trend of a marketing activity or result.

160) E
Text term definition—data visualization.

161) D
Dollar sales ($) equals the average price multiplied by the quantity sold in each year. Refer to Applying Marketing Metrics: Ben & Jerry's Dollar Sales and Market Share in the text.

162) A
Dollar market share (%) equals Ben & Jerry's sales ($) divided by total industry sales, including Ben & Jerry's sales ($). Refer to Applying Marketing Metrics: Ben & Jerry's Dollar Sales and Market Share in the text.

163) E
Text term definition—competencies. TBEXAM.COM

164) A
Competencies are an organization's special capabilities, including skills, technology, and resources that distinguish it from other organizations and provide customer value.

165) B
Competencies are an organization's special capabilities, including skills, technology, and resources that distinguish it from other organizations and provide customer value, such as Rhone-Poulenc's Nobel Prize researchers.

166) E
Competencies are an organization's special capabilities, including skills, technology, and resources that distinguish it from other organizations and provide customer value, such as Mercedes-Benz's central web-based design system.

167) A
Competences are an organization's special capabilities (in this case, the climate gives Evergreen Air Center the capabilities to preserve planes cheaply and efficiently) that distinguish it from other organizations and provide customer value.

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168) C
Text term definition—competitive advantage.

169) D
Text term definition—competitive advantage.

170) B
Competitive advantage is a unique strength relative to competitors, often based on quality, time, cost, or innovation. For WW International, it is the branding and meeting infrastructure.

171) A
Competitive advantage is a unique strength relative to competitors, often based on quality, time, cost, or innovation. In this case, its cardiac device innovation provides St. Jude's with a competitive advantage.

172) B
Competitive advantage is a unique strength relative to competitors, often based on quality, time, cost, or innovation. In this case, it is Netflix's original programming.

173) A
Competitive advantage is a unique strength relative to competitors, often based on quality, time, cost, or innovation. In this case, store locations and pricing strategy make up the Men's Wearhouse competitive advantage.

174) D
Lands' End communicates a remarkable commitment to its customers with these unconditional words: "Guaranteed. Period." This two-word guarantee is the focus of Lands' End's strategy to provide genuine value to customers, ensuring that they have a satisfying shopping experience.

175) C
Lands' End competes not only with other catalog and online retailers of clothing but also traditional department stores, mass merchandisers, and specialty retailers. Although only some of the clothing in these stores directly competes with Lands' End offerings, all these retailers have websites to sell their offerings over the Internet, making these firms competitors.

176) D
Lands' End competes not only with other catalog retailers of clothing but also traditional department stores, mass merchandisers, specialty retailers, and clothiers that have either physical or online stores. This means Lands' End faces a lot of competition.

177) B

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Knowing where the organization is at the present time enables managers to set a direction for the firm and allocate resources to move in that direction. Two techniques to aid managers with these decisions are (1) business portfolio analysis and (2) diversification analysis.

178) D
Key term definition—business portfolio analysis.

179) A
The Boston Consulting Group uses business portfolio analysis to quantify performance measures and growth targets to analyze its clients' strategic business units as though they were a collection of separate investments. The purpose of the tool is to determine the appeal of each strategic business unit or offering and then determine the amount of cash each should receive.

180) C
Key term definition—business portfolio analysis.

181) E
The Boston Consulting Group (BCG) model is a business portfolio analysis. BCG has given these specific names to the four quadrants in its growth-share matrix based on the amount of cash they generate for or require from the organization. See Figure 2-4.

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182) D
The purpose of this tool is to determine which SBU or offering generates cash and which one requires cash to fund the organization's growth opportunities.

183) A
The vertical axis is the market growth rate, which is the annual rate of growth of the SBU's industry. The horizontal axis is the relative market share, defined as the sales of the SBU divided by the sales of the largest firm in the industry. See Figure 2-4.

184) E
The vertical axis is the market growth rate, which is the annual rate of growth of the SBU's industry. The horizontal axis is the relative market share, defined as the sales of the SBU divided by the sales of the largest firm in the industry. See Figure 2-4.

185) D
A relative market share of 10 × (at the left end of the scale) means that the SBU has 10 times the share of its largest competitor, whereas a share of 0.1 × (at the right end of the scale) means it has only 10 percent of the share of its largest competitor. See Figure 2-4.

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186) C
The BCG has given names to describe the four quadrants in its growth-share matrix. They are cash cows, stars, question marks, and dogs. See Figure 2-4.

187) B
Cash cows are SBUs that are classified as having low market growth rates but high relative market shares. See Figure 2-4.

188) A
Cash cows are SBUs that generate large amounts of cash, far more than they can invest profitably in themselves. They have dominant shares of slow-growth markets and provide cash to cover the organization's overhead and to invest in other SBUs. See Figure 2-4.

189) B
The General Electric small appliances product line holds a large share of a slow-growth industry, the definition of a cash cow. See Figure 2-4.

190) A
Stars are SBUs that are classified as having high market growth rates and high relative market shares. See Figure 2-4.

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191) D
Text term definition—stars. See Figure 2-4.

192) E
Atlantix Global Systems has a large share of a high-growth industry, the definition of a star. See Figure 2-4.

193) C
Text term definition—question marks. See Figure 2-4.

194) D
Question marks are SBUs that are classified as having high market growth rates but low relative market shares. See Figure 2-4.

195) E
Dogs are SBUs with low shares of slow-growth markets. See Figure 2-4.

196) C

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Dogs are SBUs that are classified as having low market growth rates and low relative market shares. See Figure 2-4.

197) E
In its business portfolio analysis, an organization's SBUs often start as question marks and proceed counterclockwise to become stars, then cash cows, and finally dogs. See Figure 2-4.

198) A
The BCG growth-share matrix is based upon market growth rate and market share. The hybrid car market is a high growth market. The Honda Civic hybrid has high market share of this market. The vehicle will require large injections of cash from other products in the Honda line to maintain or increase market share. As a result, the Honda Civic hybrid is a star. The Honda Accord is well-established in a slower-growth market and controls a significant percentage of market share. Thus, the Accord is a cash cow for Honda and the revenues generated from these cars will be used to finance the marketing of the hybrid Civic, the star. See Figure 2-4.

199) E
SBUs with high growth rate and high relative market share are called stars. See Figure 2-4.

200) C
SBUs with high growth rate and low relative market share are called question marks. See Figure 2-4.

201) A
SBUs with low growth rate and low relative market share are called dogs. See Figure 2-4.

202) E
SBUs with low growth rate and high relative market share are called cash cows. See Figure 2-4.

203) A
Because an organization has limited influence on market growth rate, its main alternative is to try to change its relative market share. To accomplish this, management decides what role each SBU should have in the future and either injects or removes cash from it.

204) C
Because an organization has limited influence on market growth rate, its main alternative is to try to change its relative market share. To accomplish this, management decides what role each SBU should have in the future and either injects or removes cash from it. For the SBU become a star, the firm will have to inject cash into it.

205) E

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In business portfolio analysis, an organization's SBUs often start as question marks and proceed counterclockwise to become stars, then cash cows, and finally dogs. Recent trends have forced Apple's iPod SBU to move toward being a dog (low market share in a low-growth market).

206) A
In business portfolio analysis, an organization's SBUs often start as question marks and proceed counterclockwise to become stars, then cash cows, and finally dogs. For Apple, its Card is in the question mark quadrant because the industry is growing but it is as yet a small player.

207) D
In business portfolio analysis, an organization's SBUs often start as question marks and proceed counterclockwise to become stars, then cash cows, and finally dogs. For Apple, its iPhone SBU is becoming a cash cow (high market share in a low-growth market).

208) D
The primary strength of business portfolio analysis lies in forcing a firm to place each of its SBUs in the growth-share matrix, which in turn suggests which SBUs will be cash producers or cash users in the future.

209) E
Weaknesses of BCG business portfolio analysis arise from the difficulty in (1) getting the needed information and (2) incorporating competitive data into business portfolio analysis.

210) A
Key term definition—diversification analysis. See Figure 2-5.

211) C
Key term definition—diversification analysis.

212) B
For any market, there is both a current product (what the firm now sells) and a new product (what the firm might sell in the future). And for any product, there is both a current market (the firm's existing customers) and a new market (the firm's potential customers).

213) A
Text term definition—market penetration. See Figure 2-5.

214) E
Text term definition—market penetration. See Figure 2-5.

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215) B
In market penetration, there is no change in either the basic product line or the markets served. Increased sales are generated by selling either more products through better promotion or distribution, or the same number of products at a higher price.

216) E
Market penetration is a marketing strategy to increase sales of current products in current markets.

217) C
Market penetration is a marketing strategy to increase sales of current products in current markets. There is no change in either the basic product line or the markets served. Increased sales are generated by selling either more products through better promotion or distribution, or the same number of products at a higher price.

218) C
Market penetration is a marketing strategy to increase sales of current products in current markets. There is no change in either the basic product line or the markets served. Increased sales are generated by selling either more products through better promotion or distribution, or the same number of products at a higher price.

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219) C
Text term definition—market development. See Figure 2-5.

220) E
Text term definition—market development. See Figure 2-5.

221) B
Ben & Jerry's currently does not do business in Brazil. Market development is a marketing strategy to sell current products to new markets. See Figure 2-5.

222) D
Market development is a marketing strategy to sell current products to new markets. See Figure 2-5.

223) B
Text term definition—product development. See Figure 2-5.

224) D

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Text term definition—product development. See Figure 2-5.

225) A
Ben & Jerry's currently does not sell clothing but supports getting "big money" out of politics as part of its social mission. Product development is a marketing strategy to increase sales of new products (T-shirts) in current markets.

226) A
Taco Bell offering a new product, the quesalupa, to the existing U.S. market of Mexican-style fast food diners is a product development strategy.

227) E
Text term definition—diversification. See Figure 2-5.

228) C
Text term definition—diversification. See Figure 2-5.

229) E
A diversification strategy of developing new products in new markets is high risk because of the lack of experience with either for the organization. See Figure 2-5.

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230) D
Target currently does not sell fishing reels nor does it do business in Japan. Diversification is a marketing strategy to increase sales of new products in new markets.

231) E
Diversification analysis is a technique a firm uses to search for growth opportunities form among current and new products and markets. See Figure 2-5.

232) A
Market penetration is a marketing strategy to increase sales of current products in current markets. See Figure 2-5.

233) D
Product development is a marketing strategy of selling new products to current markets. See Figure 2-5.

234) B
Product development is a marketing strategy of selling new products to current markets (B), the situation here. See Figure 2-5.

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235) C
Market development is a marketing strategy to sell current products to new markets. See Figure 2-5.

236) E
Diversification is a marketing strategy of developing new products and selling them in new markets. See Figure 2-5.

237) D
Market development is a marketing strategy to sell current products (here, only cosmetic tweaks) to new markets. See Figure 2-5.

238) A
Both market penetration and product development require a firm to expand its current markets. See Figure 2-5.

239) D
Key term definition—strategic marketing process.

240) E
Key term definition—strategic marketing process.

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241) E
Four principles underlie the strategic marketing process. Each principle represents a fundamental assumption about customers, competitors, and organizational resources. They are: Customers are different. Customers change. Competitors change and react. Organizational resources are limited.

242) D
The marketing plan is the result of the planning phase of the strategic marketing process, and then the implementation phase is where it is carried out. See Figure 2-6.

243) B
Key term definition—strategic marketing process. See Figure 2-6.

244) A
The three steps involved in the planning phase of the strategic marketing process are: Step 1: situation (SWOT) analysis; Step 2: market-product focus, customer value proposition, and goal setting; and Step 3: the marketing program. See Figure 2-6.

245) E

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The planning phase of the strategic marketing process has three steps. Step 1 is the situation (SWOT) analysis. Step 2 is market-product focus, customer value proposition, and goal setting. Step 3 is the marketing program. The implementation and evaluation phases follow the planning phase of the strategic marketing process. See Figure 2-6.

246) B
The planning phase of the strategic marketing process has three steps. Step 1 is the situation (SWOT) analysis. Step 2 is market-product focus, customer value proposition, and goal setting. Step 3 is the marketing program. The implementation and evaluation phases follow the planning phase of the strategic marketing process. See Figure 2-6.

247) C
The planning phase of the strategic marketing process has three steps. Step 1 is the situation (SWOT) analysis. Step 2 is market-product focus, customer value proposition, and goal setting. Step 3 is the marketing program. The implementation and evaluation phases follow the planning phase of the strategic marketing process. See Figure 2-6.

248) E
Key term definition—situation analysis.

249) A
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Key term definition—situation analysis.

250) D
Regulation from outside the organization would be an external force, part of the regulatory environmental force that is analyzed during an environmental scan (see Chapter 3). Others are internal factors an organization considers.

251) C
Key term definition—SWOT analysis.

252) A
Key term definition—SWOT analysis.

253) C
Before making changes in either product or marketing strategy, the firm would have to assess where the firm has been, where it is now, and where it is headed. This enables it to ascertain its internal strengths and weaknesses and its external threats and opportunities, a SWOT analysis.

254) A

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In a SWOT analysis, a strength is an internal factor such as innovation and marketing expertise that can be used to improve the marketing prospects of a company, the case with P&G's strength in new product development.

255) A
This is potentially an unfavorable internal factor, a weakness. Part of the purpose of SWOT analysis is to assist in making better marketing decisions. This would be a great time for the firm to recruit experienced managers from Unilever or other consumer product firms to help stimulate growth.

256) B
Determining what business the organization is in is done before engaging in the strategic marketing process.

257) D
The ultimate goal of a SWOT analysis is to identify the critical strategy-related factors that can impact the firm and then build on vital strengths, correct glaring weaknesses, exploit significant opportunities, and avoid disaster-laden threats.

258) B
The ultimate goal of a SWOT analysis is to identify the critical strategy-related factors that impact the firm and then build on vital strengths, correct glaring weaknesses, exploit significant opportunities, and avoid disaster-laden threats.

259) A
The firm's reputation is a favorable internal factor or strength, which is quadrant A. See Figure 2-7.

260) B
The cost of refitting a physical plant would be an unfavorable internal factor, or weakness, which is the quadrant B. See Figure 2-7.

261) E
For the firm, the weather is beyond its control—an external factor. If the hurricanes affect the area as expected or if there are more than expected, then this would be a favorable external factor, or an opportunity. If there are fewer hurricanes than expected, then this would be an unfavorable external factor—a threat. Therefore, the number of hurricanes could be either quadrant—opportunity or threat (C and D). See Figure 2-7.

262) D

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The need to rely on another company to supply the survival kits potentially represents an external unfavorable factor. The flashlight firm would have to rely on an outside source supplier over which it would have limited control (deadlines, quality control, changes in materials costs, etc.) and there is a greater potential of competition from other sources that provide the materials in the kit. Therefore, quadrant D, or threat, is the correct answer. See Figure 2-7.

263) C
A strength is an internal, favorable factor as a result of a SWOT analysis for an organization. See Figure 2-7.

264) B
A weakness is an internal, unfavorable factor as a result of a SWOT analysis for an organization. See Figure 2-7.

265) D
An opportunity is an external, favorable factor as a result of a SWOT analysis for an organization. See Figure 2-7.

266) A
A threat is an external, unfavorable factor as a result of a SWOT analysis for an organization. See Figure 2-7.

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267) B
Key term definition—market segmentation.

268) C
Key term definition—market segmentation.

269) B
Determining which products will be directed toward which customers (Step 2 of the planning phase, market-product focus, customer value proposition, and goals) is essential for developing an effective marketing program (Step 3). This decision is often based on market segmentation, or aggregating prospective buyers into segments that have common needs and will respond similarly to a marketing action.

270) E
Market segmentation is the process of aggregating prospective buyers into groups, or segments that have common needs and will respond similarly to a marketing action, the situation with soft drinks.

271) E

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Key term definition—customer value proposition.

272) E
Key term definition—customer value proposition.

273) A
A customer value proposition is the cluster of benefits that an organization promises customers to satisfy their needs. The statement should be relevant with specific benefits for the target market. Michelin's customer value proposition can be summed up as "providing safety-conscious parents greater security in tires at a premium price."

274) C
Key term definition—points of difference.

275) D
Key term definition—points of difference.

276) C
Research shows that consumers are willing to pay a premium for certain experiences. Figure 2–8 shows that consumers are willing to pay more when the experience involves efficiency, convenience, knowledgeable and friendly service (either in person or digitally through virtual customer assistants), and easy payment when engaged in an online or off-line purchase process.

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277) C
The marketing program represents the "how" aspect or Step 3 of the strategic marketing process, where an organization develops both its marketing mix and budget. See Figures 2-6 and 2-8.

278) E
The marketing program represents the "how" aspect or Step 3 of the strategic marketing process, where an organization develops both its marketing mix and budget.

279) A
The product element of the marketing mix includes features, brand name, packaging, service, and warranty. See Figure 2-9.

280) B
The price element of the marketing mix includes list price, discounts, allowances, credit terms, and payment period. See Figure 2-9.

281) C

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The promotion element of the marketing mix includes advertising, personal selling, public relations, sales promotion, and direct marketing. See Figure 2-9.

282) D
The place (distribution) element of the marketing mix includes outlets, channels, coverage, transportation, and stock level. See Figure 2-9.

283) E
The product element of the marketing mix includes features, brand name, packaging, service, and warranty. See Figure 2-9.

284) D
The promotion element of the marketing mix includes advertising, personal selling, public relations, sales promotion, and direct marketing. See Figure 2-9.

285) B
The price element of the marketing mix includes list price, discounts, allowances, credit terms, and payment period. See Figure 2-9.

286) C
The place (distribution) element of the marketing mix includes outlets, channels, coverage, transportation, and stock level. See Figure 2-9.

287) D
Implementation, the second phase of the strategic marketing process, involves carrying out the marketing plan that emerges from the planning phase. See Figure 2-6.

288) B
The four components of the implementation phase include: (1) obtaining resources; (2) designing the marketing organization; (3) defining precise tasks, responsibilities, and deadlines; and (4) actually executing the marketing program designed in the planning phase.

289) D
The four components of the implementation phase include: (1) obtaining resources; (2) designing the marketing organization; (3) defining precise tasks, responsibilities, and deadlines; and (4) actually executing the marketing program designed in the planning phase.

290) A

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There are four components of the implementation phase: (1) obtaining resources; (2) designing the marketing organization; (3) defining precise tasks, responsibilities, and deadlines; and (4) actually executing the marketing program designed in the planning phase.

291) B
In a typical manufacturing firm, the structure of its marketing department is typically organized as follows: CEO to CMO to product manager. See Figure 2-10.

292) B
A Gantt chart is used to schedule tasks involved in the strategic marketing process, demonstrating how the concurrent work on several tasks enables the team members to deliver an executable marketing program on time. Central features of a Gantt chart include: (1) the task, (2) the person or people responsible for completing the task, (3) the date to finish task, and (4) what is to be delivered.

293) A
Central features of a Gantt chart include: (1) the task; (2) the person responsible for completing that task; (3) the date to finish the task; and (4) what is to be delivered.

294) D
Scheduling production and marketing activities—from a term project to a new product rollout—can be done efficiently with a Gantt chart, which is a graphical representation of a program schedule. See Figure 2-11.

295) D
Scheduling production and marketing activities—from a term project to a new product rollout—can be done efficiently with a Gantt chart, which is a graphical representation of a program schedule. See Figure 2-11.

296) E
Effective scheduling requires that sequential tasks be distinguished from concurrent tasks, the latter permitting tasks to "overlap" in the schedule. The key to all scheduling techniques is to distinguish tasks that must be done sequentially from those that can be done concurrently. Only tasks 6 and 7 must be done sequentially in the list of the tasks presented. See Figure 2-11.

297) E
The key to all scheduling techniques is to distinguish tasks that must be done sequentially from those that can be done concurrently.

298) C

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Key term definition—marketing strategy.

299) A
Key term definition—marketing strategy.

300) B
A marketing strategy is the means by which a marketing goal is to be achieved, usually characterized by a specified target market and a marketing program to reach it.

301) D
A marketing strategy is the means by which a marketing goal is to be achieved, usually characterized by a specified target market and a marketing program to reach it. The term implies both the end sought (target market) and the means to achieve it (marketing program).

302) B
Communications with contractors is the only answer that both identifies a target market (contractors building riding and walking paths) and describes the marketing program to reach it (direct mail to communicate the variety of surfaces). All the other alternatives are examples of marketing tactics.

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303) B
Key term definition—marketing tactics.

304) C
Key term definition—marketing tactics.

305) A
Marketing tactics are detailed day-to-day operational decisions essential to the overall success of marketing strategies.

306) A
Marketing tactics are detailed day-to-day operational decisions essential to the overall success of marketing strategies. This includes writing ads and setting specific prices for items in a product line, such as the truck briefly mentioned here.

307) D
Marketing tactics are detailed day-to-day operational decisions essential to the overall success of marketing strategies, including the use of a pop-up shop for a product line.

308) C

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The strategic marketing process involves three phases: planning, implementation, and evaluation.

309) E
Evaluation, the third phase of the strategic marketing process, requires the marketing manager to (1) compare the results of the marketing program with the goals in the written plans to identify deviations and (2) act on these deviations, exploiting positive deviations and correcting negative ones.

310) D
Evaluation, the third phase of the strategic marketing process, requires the marketing manager to (1) compare the results of the marketing program with the goals in the written plans to identify deviations using marketing metric and (2) act on these deviations, exploiting positive deviations and correcting negative ones.

311) E
The actions taken during the evaluation phase of the strategic marketing process include (1) compare results with plans to identify deviations using marketing metrics and (2) exploit positive deviations and correct negative ones.

312) A
Text term definition—planning gap. TBEXAM.COM

313) E
Text term definition—planning gap.

314) D
A planning gap (wedge DBC) is the difference between the projection of the path to reach a new goal and the projection of the path of the results of a plan already in place. See Figure 2-12.

315) A
A planning gap (wedge DBC) is the difference between the projection of the path to reach a new goal (line BD) and the projection of the path of the results of a plan already in place (line BC). This difference is widening. See Figure 2-12.

316) B
For most of the time period after 2009, actual sales surpassed the plan, although they missed the target since 2017. See Figure 2-12.

317) D

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When an evaluation shows that actual performance fails to meet expectations, managers need to take corrective actions, such as exploiting a positive deviation or correcting a negative deviation. See Figure 2-11.

318) D
A planning gap is the difference between the projection of the path to reach a new goal and the projection of the path of the results of a plan already in place. The ultimate purpose of the firm's marketing program is to fill in this planning gap. See Figure 2-11.

319) B
A planning gap is the difference between the projection of the path to reach a new goal and the projection of the path of the results of a plan already in place, the situation here. See Figure 2-12.

320) B
The marketing manager is looking for two kinds of deviations, each triggering a different kind of action: (1) actual results fall short of goals and (2) actual results exceed goals.

321) E
The essence of evaluation, the final phase of the strategic marketing process, is to compare results with planned goals for the marketing program in order to take necessary corrective actions.

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322) B
Ann Rubin, vice president of corporate marketing at IBM explains, "IBM is in a constant state of innovation, preparing for a world that is infused with digital intelligence and a world where humans and machines work side-by-side to do thing that humans simply cannot do alone. " 'Let's Put Smart to Work' is an invitation. We're asking clients and partners to work with us to put smart to work to use innovative technologies to change businesses and industries and organizations. " See Video Case 2: IBM: Putting Smart Strategy to Work.

323) E
According to Teresa Yoo, vice president of brand strategy and experience design, there are three underlying values of IBM′s business practices: (1) a dedication to every client′s success, (2) innovation that matters for the company and for the world, and (3) trust and personal responsibility in all relationships. See Video Case 2: IBM: Putting Smart Strategy to Work.

324) C

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IBM believes that in the near future businesses will need enterprise-strength cloud capabilities, artificial intelligence that is capable of analyzing all company and consumer data, industry-specific consulting services, and advanced cybersecurity. According to Teresa Yoo, vice president of brand strategy and experience design, IBM has focused around a few core brands that it wants to be known for: IBM Watson for AI, IBM Cloud, IBM Security, IBM Services, and IBM Research. See Video Case 2: IBM: Putting Smart Strategy to Work.

325) E
The IBM marketing organization is adopting an approach they call "agile marketing," which is based on improvisation, testing and data, and collaboration, and which results in speed, adaptability, and creativity. According to Ann Rubin, vice president of corporate marketing at IBM, "At IBM we use agile practices, agile methodologies. It's the way that you best collaborate and the way that you best iterate and the way that you best create programs and products to move forward." See Video Case 2: IBM: Putting Smart Strategy to Work.

326) D
Events are a very important part of IBM's marketing plan. It sponsors events such as the Masters golf tournament, the US Open, many tennis tournaments around the world, and the Grammys, the Oscars, and the Tony awards. The reason, explains Teresa Yoo, vice president of brand strategy and experience design, is "the clients we are targeting tend to watch and go to those events" and the events are "an opportunity to make the technology we provide easier to understand."

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327) Short Answer
Large organizations are extremely complex. They usually consist of three organizational levels whose strategies are linked to marketing, as shown in Figure 2-1. The four levels (three of which are strategic) of structure typically found in large organizations are: (1) the board of directors, which oversees the three levels of strategy in organizations (corporate, business unit, and functional); (2) the corporate level, where the top management directs overall strategy for the entire organization; (3) the strategic business unit level, where managers set a more specific direction for their SBUs (a subsidiary, division, or unit of an organization that markets a set of related offerings to a clearly defined group of customers) to exploit value-creating opportunities; and (4) the Functional level, found in each strategic business unit and where groups of specialists actually create value for the organization; at this level are the departments, which are the specialized functions such as information systems, finance, research and development, marketing, manufacturing and human resources that implement the corporate strategies developed by the organization.

328) Short Answer

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The Apple Watch, iPods, iPhones, and iPads, which in effect comprise a portfolio of businesses, operate as a strategic business unit (SBU) of Apple. At the strategic business unit level, Apple marketing managers set the strategic direction for these products to clearly defined groups of customers.

329) Short Answer
When developing marketing programs for new offerings or for improving existing ones, an organization's senior management may form cross-functional teams. These consist of a small number of people from different departments who are mutually accountable to accomplish a task or a common set of performance goals. Sometimes these teams will have representatives from outside the organization, such as suppliers or customers, to assist them.

330) Short Answer
Management experts stress that to be successful, today's organizations must be visionary—anticipating future events and responding to them quickly and effectively. This requires a visionary organization to specify its foundation (why), set a direction (what), and formulate strategies (how). An organization's foundation is its philosophical reason for being—why it exists. Its senior managers must identify its core values and describe its mission and organizational culture, its purpose for being. Next, these managers can set the direction for the organization by defining its business and specifying its long-term and short-term goals. Finally, the firm uses the previous two pieces to formulate its strategies, which vary in at least two ways, partly depending on the level in the organization and the offerings it provides customers. See Figure 2-2.

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331) Short Answer
Management experts stress that to be successful, today's organizations must be visionary—they must anticipate future events and then respond quickly and effectively. This requires a visionary organization to (1) specify its organizational foundation—why does it exist; (2) set its organizational direction—what will it do; and (3) formulate organizational strategies—how will it do it.

332) Short Answer
By understanding its core values, an organization can take steps to define its mission, which is a statement of the organization's function in society, often identifying its customers, markets, products, and technologies. Today, the term mission is often used interchangeably with vision. A mission statement should be clear, concise, meaningful, inspirational, and long-term and provide a challenging, compelling picture of an envisioned future.

333) Short Answer

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By understanding its core values, an organization can take steps to define its mission, a statement of the organization's function in society, often identifying its customers, markets, products, and technologies. Mission statements for a community college could vary greatly. For example, one mission could be "to create an environment where all local citizens have access to enhanced educational experiences," or "prepare students to competitively enter other institutions of higher learning upon graduation," or "provide alternative certification programs for students wishing to have post-high school education without attending a traditional four-year college."

334) Short Answer
Theodore Levitt argues that senior managers of 20th-century American railroads defined their businesses too narrowly by proclaiming, "We are in the railroad business!" This myopic view caused these managers to lose sight of who their customers were and what they needed. Thus, railroad managers only saw other railroads as their direct competitors and failed to develop strategies to compete with airlines, barges, pipelines, and trucks. As a result, many railroads either were forced to merge with other railroads (or other firms) or went bankrupt. Railroads would have fared better if they had realized they were in the transportation business.

335) Short Answer
The seven types of organizational goals or objectives are (1) profit—economic theory assumes a firm seeks to maximize long-run profit; (2) sales (dollars or units)—a firm may elect to maintain or increase its sales level, even though profitability may not be maximized; (3) market share—a firm may choose to maintain or increase its market share, sometimes at the expense of greater profits; (4) quality—a firm may target the highest quality; (5) customer satisfaction—customers are the reason the organization exists, so their perceptions and actions are of vital importance; (6) employee welfare—an organization may recognize the critical importance of its employees by having an explicit goal stating its commitment to good employment opportunities and working conditions for them; and (7) social responsibility—a firm may seek to balance the conflicting goals of consumers, employees, and stockholders to promote overall welfare of all these groups, even at the expense of profits.

336) Short Answer
Market share is the ratio of sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself. In this case, the sales of the firm itself ($8 billion) divided by the sales revenue of all firms in the industry, including the firm itself, ($800 billion) means that the third-party logistics provider in question has a 1 percent market share ($8 billion ÷ $800 billion = 1 percent).

337) Short Answer

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A marketing dashboard is the visual computer display of the essential information related to achieving a marketing objective. With a marketing dashboard, a marketing manager glances at a graph or table and makes a decision whether to take action or to do more analysis to better understand the problem. Each graphical or tabular display in a dashboard shows a marketing metric, which is a measure of the quantitative value or trend of a marketing activity or result.

338) Short Answer
An organization's core competencies are its special capabilities, including skills, technologies, and resources that distinguish it from other organizations and that provide value to its customers. Exploiting these competencies can lead to success, particularly if other organizations cannot copy them. An organization's competitive advantage is a unique strength relative to competitors that provides superior returns, often based on quality, time, cost, or innovation.

339) Short Answer
The BCG business portfolio analysis requires an organization to locate the position of each of its SBUs on a growth-share matrix (see Figure 2-4). The vertical axis is the market growth rate, which is the annual rate of growth of the SBU's industry. The horizontal axis is the relative market share, defined as the sales of the SBU divided by the sales of the largest firm in the industry. The purpose of the tool is to determine the appeal of each SBU or offering and then determine the amount of cash each should receive.

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340) Short Answer
The BCG business portfolio analysis requires an organization to locate the position of each of its SBUs on a growth-share matrix. The vertical axis is the market growth rate, which is the annual rate of growth of the SBU's industry. The horizontal axis is the relative market share, defined as the sales of the SBU divided by the sales of the largest firm in the industry. The BCG has given specific names and descriptions to the four quadrants in its growth-share matrix. They are as follows: (1) cash cows (lower left quadrant) have a dominant share of a slow-growth market and typically generate large amounts of cash to invest in other SBUs; (2) stars (upper left quadrant) have a high share of high-growth markets and may not generate enough cash to support their own needs for future growth; (3) question marks (upper right quadrant) are SBUs with a low share of high-growth markets and require large amounts of money just to maintain their market share; (4) dogs (lower right quadrant) have a low share of slow-growth markets, and although they may generate enough cash to sustain themselves, they hold little promise of becoming winners for the firm. See Figure 2-4.

341) Short Answer

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There are four market-product strategies: (1) market penetration is a marketing strategy to increase sales of current products in current markets, either by selling more units or increasing the price of each unit, to current customers; (2) market development is a marketing strategy to sell current products to new markets; (3) product development is a marketing strategy of selling new products to current markets; and (4) diversification is a marketing strategy of developing new products and selling them in new markets. See Figure 2-5.

342) Short Answer
The planning phase of the strategic marketing process includes three steps. Step 1 is the situation (SWOT) analysis. During the SWOT analysis, a company will identify industry trends, analyze competitors, assess its own company, and research customers. Step 2 is market-product focus, customer value proposition, and goals. During Step 2, the company will set market and product goals, select target markets, find points of difference, and position the product. Step 3 is the marketing program. During this step, the company will develop the program's marketing mix and the budget, by estimating revenues, expenses, and profits. See Figure 2-6.

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343) Short Answer
The three phases of the strategic marketing process are: planning, implementation, and evaluation. (1) The planning phase includes (a) situation (SWOT) analysis to identify industry trends, analyze competitors, assess own company, and research customer; (b) market-product focus, customer value proposition, and goals, which involves setting market and product goals, selecting target markets, finding points of difference, and positioning the product; and (c) marketing program development, which involves developing the marketing mix and the budget by estimating revenues, expenses, and profits. (2) The implementation phase involves (a) obtaining resources; (b) designing the marketing organization; (c) defining precise tasks, responsibilities, and deadlines; and (d) executing the marketing program. (3) The evaluation phase involves (a) comparing the results of the marketing program plans to the results achieved to identify deviations and (b) exploiting positive deviations or correcting negative ones. See Figure 2-6.

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A SWOT analysis is an acronym that describes an organization's appraisal of its internal strengths and weaknesses and its external opportunities and threats. The four critical factors in a SWOT analysis and examples for Ben & Jerry's are (1) internal strengths, such as its prestigious, well-known brand name among U.S. consumers that complements Unilever's existing ice cream brands and its widely recognized social mission, values, and actions; (2) internal weaknesses, which include Ben & Jerry's social responsibility actions that could reduce focus and the need for experienced managers to help increase modest sales and profits; (3) external opportunities, such as the growing demand for quality ice cream in overseas markets, the increasing U.S. demand for Greek-style yogurt, and the many U.S. firms successfully using product and brand extensions; and (4) external threats, such as consumer concern with sugary and fatty desserts, competition with General Mills and Nestlé brands, and increasing competition in international markets. See Figure 2-7.

345) Short Answer
Market segmentation involves aggregating prospective buyers into groups, or segments, that (1) have common needs and (2) will respond similarly to a marketing action. Students' examples will vary. The service organization may decide to sell T-shirts to two segments: current students and local residents. A separate marketing plan should be developed for each segment since they are not necessarily identical. For example, while the price and product may be the same, the place the T-shirts are sold to students would be the campus bookstore, while local residents may buy the T-shirts in a local clothing store at a strip mall. The promotion for the shirts aimed at students may be flyers posted in the dorms and ads in the college newspaper. The promotion aimed at local residents may be an ad in the local community newspaper and flyers posted in the local grocery store.

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346) Short Answer
Figure 2-8 in the text illustrates the principal components of the marketing mix or the four Ps. (1) Product: features, brand name, packaging, service, and warranty. (2) Price: list price, discounts, allowances, credit terms, and payment period. (3) Promotion: advertising, personal selling, sales promotion, public relations, and direct marketing. (4) Place: outlets, channels, coverage, transportation, and stock level.

347) Short Answer
A marketing program should include product, price, promotion, and place strategies. Students' examples will vary. The product strategy would include packaging and design of the T-shirts. Promotion strategy would encompass how the group plans to communicate information about the sale to other students. Price strategy would include the list price of the T-shirts and any quantity discounts. Place strategy would include the outlets where the T-shirts will be sold.

348) Short Answer

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The four components of the implementation phase of the strategic marketing process are (1) obtaining resources; (2) designing the marketing organization; (3) defining precise tasks, responsibilities, and deadlines; and (4) actually executing the marketing program designed in the planning phase.

349) Short Answer
A Gantt chart is a graphical representation of a program schedule. Developed by Henry L. Gantt, this method is the basis for the scheduling techniques used today, including elaborate computerized methods. The key to all scheduling techniques is to distinguish tasks that must be done sequentially from those that can be done concurrently. Scheduling tasks concurrently often reduces the total time required for a project. See Figure 2-11.

350) Short Answer
A marketing strategy is the means by which a marketing goal is to be achieved, usually characterized by a specified target market and a marketing program to reach it, which implies both the end sought (target market) and the means to achieve it (marketing program). Marketing tactics, on the other hand, are detailed day-to-day operational decisions essential to the overall success of marketing strategies, such as writing advertising copy or selecting the amount for temporary price reductions.

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351) Short Answer
The evaluation phase of the strategic marketing process seeks to keep the marketing program moving in the direction set for it (see Figure 2-6). Accomplishing this requires the marketing manager to (1) compare the results of the marketing program with the goals in the written plans to identify deviations and (2) act on these deviations—exploiting positive deviations and correcting negative ones. When evaluation shows that actual performance differs from expectations, managers need to take immediate marketing actions—exploiting positive deviations and correcting negative ones.

352) Short Answer
The evaluation phase of the strategic marketing process seeks to keep the marketing program moving in the direction set for it. Accomplishing this requires the marketing manager to compare the results of the marketing program with goals in the written plans to identify deviations and then to act on these deviations—exploiting positive deviations and correcting negative ones.

353) Short Answer

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A planning gap is the difference between the projection of the path to reach a new goal and the projection of the path of the results of a plan already in place. The ultimate purpose of the firm's marketing program is to fill in this planning gap. This means planning and implementing more aggressive tactics that will allow the new results to meet the new goal.

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