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Correct answers located at the end of the chapter.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Good marketing should mean doing good for the world at large.
   - ◎ true
   - ◎ false

2) The marketing plan is broken down into various components—how the product or service will be conceived or designed, how much it should cost, where and how it will be promoted, and how it will get to the consumer.
   - ◎ true
   - ◎ false

3) Understanding the marketplace and especially a consumer's needs and wants, is fundamental to marketing success.
   - ◎ true
   - ◎ false

4) In their battle for chocolate lovers, companies like Godiva and Hershey's would divide the population into different categories of consumers, for example, those looking for a quick energy boost versus those looking for a gift. Companies do this in order to satisfy different consumer needs and wants.
   - ◎ true
   - ◎ false

5) Sara and her husband had a delicious Italian dinner at Maretta's. When the meal was over, they paid the bill and left a tip. This is an example of an exchange.
   - ◎ true
   - ◎ false

6) The four Ps of the marketing mix are product, promotion, planning, and place.
   - ◎ true
   - ◎ false

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7) Without a strong and efficient supply chain management system, merchandise isn't available when customers want it.
   - ◎ true
   - ◎ false

8) A bottle of Tide laundry detergent is an example of an idea.
   - ◎ true
   - ◎ false

9) When a manufacturer sells truck and car parts to Toyota, this is an example of B2C marketing.
   - ◎ true
   - ◎ false

10) Rosa took her wedding dress to the cleaners, where it was cleaned and repaired. This is an example of a good.
   - ◎ true
   - ◎ false

11) Paula took her wedding dress to the cleaners, where she paid for it to be cleaned and sealed in a box for storage. This scenario represents a good, not a service.
   - ◎ true
   - ◎ false

12) The power adapters that IBM sells with its computers are built by small companies that specialize in power-related accessories. When IBM purchases its power adapters from these small companies, it is engaging in B2B marketing.
   - ◎ true
   - ◎ false

13) eBay is an example of C2C marketing.
   - ◎ true
   - ◎ false

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14) In marketing, an exchange is when the buyer and the seller trade things of value to benefit the other.
- ◎ true
- ◎ false

15) Marketing's fundamental purpose is to create value by developing a variety of offerings that will earn income for the company.
- ◎ true
- ◎ false

16) Kendra always stops at the local coffee shop near her house. She uses the drive-through window on her way to work and meets neighbors there after work. In this scenario, the place element of the marketing mix is influencing Kendra's decision.
- ◎ true
- ◎ false

17) Supply chain management represents the promotion aspect of the marketing mix.
- ◎ true
- ◎ false

18) When Microsoft makes innovations compatible with its existing products, it is encouraging consumers to maintain long-term relationships with the company.
- ◎ true
- ◎ false

19) Value is what you get for what you give.
- ◎ true
- ◎ false

20) Dillon priced underwater watches and decided on a Timex because it had all the features he wanted at a low price. Dillon was seeking a good value.
- ◎ true
- ◎ false

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21) Relational orientation refers to the efforts of companies to make a profit on each transaction.
- ◎ true
- ◎ false

22) When Valerie customized M&M candies for her daughter's graduation party, she was participating in value cocreation.
- ◎ true
- ◎ false

23) At the beginning of the 20th century, companies like Ford Motor Company were more concerned with satisfying customer wants than product innovation.
- ◎ true
- ◎ false

24) Firms have come to realize that good corporate citizenship through socially responsible actions should be a priority because it will help their bottom line in the long run.
- ◎ true
- ◎ false

25) Marketing analytics is one tool marketers can use to collect customer information.
- ◎ true
- ◎ false

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

26) Which company activity is identified as the set of institutions, and processes for creating, capturing, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large?
- A) human resources
- B) marketing
- C) accounting
- D) manufacturing
- E) sales

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27) According to your text, in the broadest terms, the "marketplace" refers to
A) wholesale and retail environments.
B) brick-and-mortar stores and the Internet.
C) the four Ps.
D) channels that are accessible to a given customer.
E) the world of trade.

28) What is one of the core aspects of marketing?
A) Marketing only affects the company and the consumer.
B) Marketing creates value through product, price, and planning.
C) Marketing is an offshoot of distribution.
D) Marketing is about the customer satisfying the sales efforts of the company.
E) Marketing can be performed by individuals and organizations.

29) Marcy sells construction equipment. When she calls on her building contractor customers, she asks if they are having any problems. In doing so, Marcy is addressing which core aspect of marketing?
A) satisfying customer needs and wants
B) completing the exchange function of marketing
C) making product, place, promotion, and price decisions
D) making decisions about the setting in which marketing takes place
E) creating value

30) Kelly sells customer management software to bookstores. When she calls on her customers, she asks if they are having any problems. In doing so, Kelly is addressing which core aspect of marketing?
A) creating value
B) making product, place, promotion, and price decisions
C) completing the exchange function of marketing
D) making decisions about the setting in which marketing takes place
E) satisfying customer needs and wants

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31) Tonya is considering a career in marketing. She is concerned about the image of marketers as fast-talking, high-pressure people who only care about making a sale. When reading about the core aspects of marketing, Tonya is relieved to see that in marketing,
A) understanding consumer needs and wants is fundamental.
B) promotion is the most important consideration, followed by pricing decisions.
C) value creation is driven by corporate interests.
D) customers are not considered until the product is ready for sale.
E) distribution is controlled by customers.

32) In his role as a product developer at Cool-Top Hats, Brett should determine the price of his products carefully based on the potential buyer's interest in his products and
A) a thorough knowledge of his brand messages.
B) the buyer's belief about the products' value.
C) his knowledge of competing products.
D) his ability to negotiate discounts.
E) the customer’s susceptibility to traditional marketing approaches.

33) For marketers, "exchange," refers to
A) the location where products and services are traded.
B) the price charged, adjusted for currency exchange rates.
C) location-based tactics for creating value.
D) promotional offers designed to stimulate barter.
E) the trading of things of value.

34) Si-Lu is an organizational expert. After she works with a new client, she always invites the client to join her e-mail distribution list. In this marketing exchange, the client's e-mail address represents
A) information.
B) promotional capital.
C) pricing data.
D) value cocreation.
E) services.

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35) What is a core aspect of marketing?
A) satisfying as many needs as possible
B) creating a product that everyone will want to buy
C) setting prices lower than all competitors
D) making product, place, promotion, and price decisions
E) increasing the company's profit

36) Marketing has traditionally been divided into a set of four interrelated decisions known as the marketing mix, or four Ps, which includes
A) product.
B) planning.
C) performance.
D) persistence.
E) production.

37) Which element of the marketing mix refers to communication that informs, persuades, and reminds potential buyers about a product or service?
A) product
B) promotion
C) place
D) price
E) proposition

38) The four Ps make up the marketing mix, which is the_____ set of decisions or activities that the firm uses to respond to the wants of its target markets.
A) unpredictable
B) external
C) predictable
D) controllable
E) global

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39) Which of these consumers is involved in an exchange for a service?
A) Rob had to go buy groceries and couldn't join his friends at the theater.
B) Marlena bought popcorn at the movie theater.
C) Tomas drove to the movie theater in the car he bought last year.
D) Henrik bought a new shirt at the store next to the theater.
E) Meredith purchased her movie ticket online.

40) The scout troops at Northwoods Primary School participate in a program each year that promotes safe choices when viewing information online. This program is marketing
A) a lifestyle.
B) a service.
C) an idea.
D) a belief.
E) a good.

41) A communty center runs a program each summer that promotes making wise environmental choices. This program is marketing
A) an idea.
B) a service.
C) a good.
D) a practice.
E) a lifestyle.

42) The basic difference between a good and a service is that a good
A) provides intangible benefits.
B) can be physically touched.
C) is always less expensive than a corresponding service.
D) generates greater interest among consumers.
E) is more quickly forgotten by consumers.

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43) Uptown Art Gallery, known for selling paintings, recently began offering appraisals of customers' art collections at minimal charge. Uptown Art Gallery is
A) shifting its focus from offering just services to also offering goods.
B) implementing a market segmentation strategy.
C) capturing value through multiple pricing strategies.
D) expanding from offering just goods to also offering services.
E) increasing customer value through inflated appraisal evaluations.

44) A bookstore adds a recommended reading list celebrating neurodivergent authors to its existing product offerings. What type of product is this?
A) goods
B) idea
C) service
D) price-dependent
E) value-dependent

45) Marketers must determine the price of a product carefully based on the potential buyer's beliefs about
A) its value.
B) the environment.
C) the cost to manufacture the product.
D) its economic outlook.
E) the product's advertising campaign.

46) Some discount stores place products in large bins, inviting consumers to spend time hunting through them to find a bargain. The price these consumers pay includes
A) only the actual price they pay at the register.
B) the value of their time and energy.
C) the excitement they experience in finding an item they desire.
D) the savings to the store of not having to display the products neatly on shelves.
E) the time the product was full price and didn't sell.

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47) Felicity offers financial counseling and management on a fee-only basis. She has found that different customers are willing to pay different rates for her services. This shows that her pricing decisions should depend primarily on

A) choosing an average price that she will charge all her clients.
B) changes in technology allowing consumers to manage their own affairs.
C) how different customers perceive the value of her services.
D) changes in the economy.
E) how much her competitors charge for similar services.

48) Marketing channel management is concerned with

A) assessing response to the company's overall marketing strategy.
B) product development and research.
C) price differences among supply chain vendors.
D) production management to meet supply and demand.
E) developing and maintaining relationships within the supply chain.

49) _____represents all the activities necessary to get the product to the right customer when that customer wants it.

A) Place
B) Promotion
C) Social media
D) Value cocreation
E) Supply chain marketing

50) Not only does GIS technology help Starbucks determine the ideal locations for new stores, but it also enables the company to decide what kinds of stores to open. This technology helps the company with which marketing mix decision?

A) product
B) place
C) price
D) promotion
E) process

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51) The marketing goal of getting the "right quantities to the right locations, at the right time" relates to
A) communicating the value proposition.
B) managing the supply chain.
C) performing service marketing.
D) capturing value.
E) managing price and performance.

52) Many marketing students initially overlook the importance of marketing channel management because
A) marketing has no responsibility for supply chain management.
B) marketing channel management doesn't add much value for customers.
C) companies do not want customers to know anything about the supply chain.
D) many of these activities take place behind the scenes.
E) marketing channel management is already transparent.

53) It is Renata's job to make sure the company's products are shipped to the distribution center from the production center to fulfill customer orders. Which element of the marketing mix does her job focus on?
A) product
B) price
C) promotion
D) production
E) place

54) UPS, FedEx, and other shipping companies support other firms'_____ marketing goals.
A) supply chain management
B) value communication
C) value capture
D) retail management
E) promotion

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55) _____is communication by a marketer that informs, persuades, and reminds potential buyers about a product or service to influence their opinions and elicit a response.

A) Pricing
B) Promotion
C) Placement
D) A relational orientation
E) Value cocreation

56) In his marketing plan, Carson included a budget for advertising on television and on local radio stations, as well as on social media. These activities are elements of which of the 4Ps?

A) pricing
B) promotion
C) placement
D) promise
E) place

57) Effective promotion enhances a product or service's

A) supply chain management system.
B) wholesaling capabilities.
C) perceived value.
D) design features.
E) price differential.

58) By promoting perfume based on youth, style, and sex appeal, Calvin Klein is attempting to

A) influence social norms regarding sexuality.
B) encourage consumers to participate in product redesign.
C) stimulate supply chain management cooperation.
D) increase the perceived value of its products.
E) demonstrate social responsibility.

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59) When retailers sell to consumers it is considered_____ marketing.

A) B2C
B) B2B
C) R2C
D) C2C
E) C2B

60) When a food distributor sells produce to a grocery store, it is an example of _____Blank marketing.

A) manufacturer-to-customer
B) business-to-business
C) consumer-to-consumer
D) business-to-consumer
E) service-to-consumer

61) By allowing consumers to sell their unwanted goods to other consumers, yard sales and Facebook Marketplace exemplify_____ marketing.

A) B2B
B) C2C
C) D2C
D) C2D
E) B2G

62) As use of the Internet took off, car manufacturers were tempted to sell directly to consumers, but decided instead to continue to sell through their existing dealer networks. The car manufacturers had considered switching from_____ to_____ marketing.

A) B2C; B2B
B) B2C; C2C
C) B2B; B2C
D) B2B; C2C
E) C2C; B2C

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63) A small home-building firm pays subcontractors slightly more than the usual rate for different tasks, reducing the company's gross margin. The company rarely changes subcontractors, has relatively few complaints from home buyers, and is able to get quick responses from subcontractors when buyers do have problems. This company is engaged in
A) a traditional transactional orientation.
B) C2C value-driven marketing.
C) effective supply chain management.
D) value cocreation.
E) a virtual monopoly.

64) Salena's current task at work is to determine how much the new product should cost and how it will be promoted. What is Salena most likely working on?
A) sales forecast
B) marketing plan
C) demographics
D) CRM
E) supply chain management

65) An organization on cycling safety visits an elementary school and gives a presentation on the importance of wearing helmets while riding a bike. After listening to the presentation, which action indicates that an exchange of valuable ideas has taken place?
A) The students decide to wear helmets while bicycling.
B) The teachers who are parents go out to purchase new helmets.
C) The students continue to ride without wearing helmets.
D) The organization services their bikes to ensure they are safe to ride.
E) The students stop riding their bicycles.

66) Which statement about marketing is accurate?
A) Marketing affects various stakeholders.
B) Marketing plays no role in creating value.
C) Marketing is about satisfying the company's needs and wants.
D) Marketing requires place, product, promotion, and perception decisions.
E) Marketing is performed by organizations, not individuals.

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67) Traditionally, marketing activities have been divided into the four Ps: product, price, place, and promotion. The four Ps represent the marketing
A) mix.
B) channel.
C) plan.
D) era.
E) implementation.

68) Internet sites, physical stores, and kiosks are most closely associated with which element of the marketing mix?
A) place
B) price
C) product
D) promotion
E) proximity

69) The primary purpose of the_____ plan is to specify the marketing activities for a specific period of time.
A) marketing
B) business
C) strategic
D) organizational
E) resource

70) Ursula is working on a document for her marketing manager for the company's new window blinds. She addressed how the blinds would be designed, how much they should cost, where and how they would be promoted, and how they would get to the consumer. What document is Ursula working on?
A) a marketing plan
B) a marketing exchange
C) supply chain logistics
D) production management
E) delivery of the value proposition

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71) Ivona is working on a document for her marketing manager about the new smartwatch their company is creating. She addresses how the product would be designed, how much it should cost, where and how it would be promoted, and how it would get to the consumer. What type of document is Ivona working on?

A) supply chain logistics
B) a marketing exchange
C) a marketing plan
D) delivery of the value proposition
E) production management

72) Charlie is going to sell sporting apparel, which he has already purchased from manufacturers, and has signed a deal agreeing to the volume he will sell monthly. He researched his competition, talked to some customers, and decided on prices he will charge. Charlie has also developed a plan for promoting his business. Based on this description, which element of the marketing mix does Charlie still need to work on?

A) place
B) product
C) price
D) promotion
E) planning

73) Faith opened a running shoe store and signed a lease on the property. She also signed an agreement with the manufacturer on the amount of merchandise she will sell and the promotions she will conduct. Based on this description, which aspect of the marketing mix does Faith still need to work on?

A) price
B) place
C) promotion
D) product
E) prototype

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74) Corinne went shopping at the mall and bought a dress from a retail store. Which type of transaction was Corinne participating in?

A) B2B
B) C2C
C) B2C
D) R2C
E) C2B

75) Which element of the marketing mix is most relevant to the activity "capturing value"?

A) promotion
B) purchasing
C) product
D) price
E) place

76) Which element of the marketing mix is most relevant to the activity "delivering value"?

A) promotion
B) purchasing
C) product
D) price
E) place

77) Which element of the marketing mix is most relevant to the activity "creating value"?

A) promotion
B) purchasing
C) product
D) price
E) place

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78) Which marketing activity is most directly served by the promotion element of the marketing mix?
A) communicating value
B) creating value
C) capturing value
D) delivering value
E) producing value

79) Linda was tired of her winter coat, so she sold it to her friend, Jackie. This is an example of_____ marketing.
A) B2B
B) B2C
C) C2B
D) C2C
E) BBC

80) Many universities provide physical or electronic bulletin boards to facilitate ride-sharing and exchange of used books among students. These bulletin boards increase_____ marketing.
A) B2C
B) C2B
C) B2B
D) C2C
E) 2BC

81) The "Milk Life" advertising campaign, designed to increase awareness of the health benefits of milk, was intended to help market a(n)
A) service.
B) firm.
C) industry.
D) organization.
E) specific product.

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82) When considering price within the marketing mix, price consists of
A) the money the consumer pays to receive the product.
B) the length of time between marketing exchanges.
C) the cost of a product to the producer.
D) the money, time, and energy buyers give up in exchange for a product.
E) the effect of the cost on a company's bottom line.

83) In which era of the marketing evolution did firms begin to focus on what consumers wanted and needed before designing, making, or selling a product?
A) production-oriented era
B) sales-oriented era
C) value-based marketing era
D) market-oriented era
E) creative-production era

84) When a T-shirt manufacturer states, "Customers can have any color T-shirt they want, so long as it's blue," it is reflecting a view that was popular in which era of the marketing evolution?
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) economics-oriented

85) The idea that a good product will sell itself is associated with the_____ era of marketing.
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

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86) Between 1920 and 1950, most firms relied on personal selling and advertising. What is this era called?
A) sales-oriented era
B) marketing-oriented era
C) relationship-oriented marketing era
D) value-based marketing era
E) production-oriented era

87) The era in which manufacturers were not concerned with satisfying the needs of individual consumers was the_____ era of marketing.
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

88) Gwynn works for a small computer software company. Her boss is constantly improving the company's products but neglects customers, billing, and promoting the company. Her boss's actions are indicative of the_____ era of marketing.
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

89) Avery creates handcrafted jewelry. He cares about innovation more than customer needs, and sees retail stores as places to store his products until someone is ready to purchase them. His attitude is indicative of the_____Blank era of marketing.
A) technology-augmented
B) market-oriented
C) sales-oriented
D) production-oriented
E) value-based

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90) During the_____ era of marketing, firms had excess production capacity and used personal selling and advertising to generate customers.
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

91) The prevailing marketing strategy of the_____ era was to find customers for inventories that went unsold.
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

92) Near the end of the model year, an automobile dealership had an unusually high inventory level. The manager increased advertising spending and gave extra incentives to the sales staff. These actions are similar to those in which marketing era?
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

93) After World War II, consumers were able to make purchase decisions based more on their wants and desires than necessity. As a result, more companies discovered the benefits of
A) supply chain management.
B) economies of scale.
C) marketing.
D) mass customization.
E) online shopping.

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94) Which statement reflects the philosophy of the market-oriented era?
A) A good product will sell itself.
B) The customer is king.
C) Firms should take advantage of a seller's market.
D) Advertising and personal selling should be emphasized in order to make the sale.
E) Firms should focus on value.

95) Value cocreation refers to
A) outsourcing component parts for production processes.
B) using multiple media sources in a promotional campaign.
C) customers acting as collaborators on a product or service.
D) relying on fewer products to create a profit.
E) the lifelong relationship between customer and company.

96) During the_____ era, manufacturers and retailers recognized they needed to give their customers greater value than their competitors did.
A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

97) The business philosophy that relies on a set of strategies, programs, and systems that focus on identifying and building loyalty among a firm’s most valued customers is called
A) GDP.
B) OEM.
C) GNI.
D) 4Ps.
E) CRM.

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98) Derek sells consumer electronics. He knows his customers weigh the costs versus the benefits associated with the different options available. He decides which products to offer and what prices to charge based on the way his customers think. Derek operates as if he were in the_____ era.

A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

99) Padma studies her customer profiles, marketing research data, complaints, and other information for the primary purpose of discovering her customers' wants and needs. Padma's actions are indicative of the_____ era.

A) production-oriented
B) sales-oriented
C) market-oriented
D) value-based marketing
E) retailing-oriented

100) Brigitte would love to buy a new BMW because she likes all the features it offers, but the used BMW with 20,000 miles is $10,000 less and it has all the same features. Even though the warranty on the used BMW isn't as good, she decides to buy the used BMW. Brigitte is primarily concerned with the BMW's

A) services.
B) supply chain.
C) competition.
D) promotion.
E) value.

101) From a customer's perspective, value reflects

A) the need for value and the perception of value.
B) explicit versus implicit value.
C) the relationship of benefits to costs.
D) the balance between needs and wants.
E) the need for product improvement.

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102) Clara is the new restaurant manager in a major hotel. When considering which changes would most likely increase the restaurant's value to customers, Clara should provide her customers the menu items that they want and the quality service that they deserve, as well as,
A) deliver a better dining experience than her competitors.
B) increase prices to increase revenue.
C) offset higher hotel rates with lower restaurant prices.
D) reduce customer expectations through reduced service.
E) minimize menu items but increase the price of popular entrees.

103) Sun-Jun just started with a travel agency and is offering clients a range of packaged tours. He is concerned because the commissions he earns on sales are lower than he had hoped. His colleague Matt, who has been with the agency for several years, is having a great deal of success by working closely with clients, seeking their ideas, and building customized tour packages for each one based on their suggestions. Matt's approach is based on
A) transaction-oriented marketing.
B) premium pricing.
C) economies of scale.
D) special incentives from tour operators.
E) value cocreation.

104) To build relationships, firms focus on the lifetime_____ of the relationship, not how much money is made during each transaction.
A) cost
B) profitability
C) investment
D) expense
E) progress

105) A relational orientation is based on the philosophy that buyers and sellers develop
A) outside interests.
B) a long-term relationship.
C) a price-value comparison matrix.
D) supply chain synergy.
E) a marketing value transaction focus.

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106) A local art gallery keeps information on its customers' artist and art style preferences. The gallery uses this information to inform customers when new pieces arrive from their favorite artists and targets them with special promotions. In this way, the gallery is using_____ to build loyalty among its customers.

A) value cocreation
B) customer relationship management
C) transactional marketing
D) B2B marketing
E) the supply chain

107) If a firm adopts a CRM business philosophy, it most likely has a(n)_____ orientation with its customers.

A) transactional
B) external
C) relational
D) internal
E) divisional

108) After major storms, many ethical home repair and building supply businesses continue to charge pre-storm prices to their customers, even though they know they can charge more due to the huge increase in demand for their services and products. These firms probably recognize that

A) they can make more money from government contracts than from sales to customers.
B) a transactional orientation is the key to long-term profitability.
C) none of their competitors would be raising prices.
D) lifetime profitability of relationships matters more than profits from a particular transaction.
E) if they raised prices they would be in violation of building code regulations.

109) The goal of customer relationship management is to

A) manage every customer relationship differently.
B) manage every customer relationship to maximize short-term profitability.
C) eliminate customers who are profitable, but not highly profitable.
D) identify and build loyalty among a firm's most valued customers.
E) generate relationships with competitors' customers.

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110) William uses a database software system to remind him when his customers should be ready to reorder his industrial cleaning products. With this reminder system, William contacts his customers when they are most likely to be "in the buying mode." William's system is an example of

A) C2C marketing.
B) customer relationship management.
C) a transactional marketing orientation.
D) supply chain management.
E) typical production era marketing practices.

111) A catalog company creates special-run issues based on what customers have purchased in the past. For example, customers who frequently order bedding items like sheets and pillows receive a catalog with a larger section of bedding items than do customers who mostly order kitchen tools. This company is using

A) C2C marketing.
B) customer relationship management.
C) a transactional marketing orientation.
D) supply chain management.
E) typical production-oriented era marketing practices.

112) It was during the market-oriented era that firms first discovered "marketing." In what timeframe did this occur?

A) around the turn of the 20th century
B) shortly before the Great Depression
C) just after World War II
D) during the Roaring Twenties
E) during the civil rights movement

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113) During the Great Depression, consumers couldn't afford to purchase items and instead planted gardens for food, patched together broken cars, and didn't replace items that wore out. This led to the_____ era in which manufacturers had to find ways to get rid of product.

A) sales-oriented
B) production-oriented
C) value-based marketing
D) market-oriented
E) customer-oriented

114) After the previous sales representative in his territory infuriated an important customer, Nathan visited the customer once a month, never asking for business but hoping to rebuild trust through listening and expressing concern. Finally, after more than two years, the customer gave Nathan an order. Nathan was providing the important marketing function of

A) advising production on how much product to make.
B) alerting the logistics department when to ship products.
C) creating a relational orientation.
D) identifying opportunities to expand.
E) synthesizing and interpreting sales, accounting, and customer-profile data.

115) During which era of marketing's evolution did customers first find themselves with more buying options and therefore able to make purchasing decisions?

A) market-oriented
B) sales-oriented
C) production-oriented
D) value-based marketing
E) economics-oriented

116) Value-oriented marketers constantly measure

A) promotional effectiveness against ethical advertising standards.
B) the problem of price maximization against cost-efficiency.
C) perceived customer benefits against the costs of their offerings.
D) the desire to achieve against the need for a stable source of supply.
E) the goal of efficiency against the price charged by competitors.

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117) A spa allows guests to view their reservation through a mobile app and make special requests. Which of the four main activities of value-driven marketing does this represent?

A) marketing analytics & AI
B) progressive innovation
C) adding value
D) addressing ethical and societal dilemmas
E) social and mobile marketing

118) A university recently began holding regular coffee-hour discussions with current and prospective students and surveying all new and alumni students regarding educational needs and desires. These actions reflect how the university is striving to become more value driven by

A) sharing information across the organization.
B) balancing its customers' benefits and costs.
C) evaluating strategic competitive partnerships.
D) building relationships with customers.
E) keeping the faculty members happy.

119) As the owner of a retail franchise food store, Tonja purchases supplies based on specials advertised nationally throughout the franchise system. Last Monday, she was surprised to find customers asking for specials she hadn't been informed of in advance. The franchise company failed to live up to the value-driven activity of

A) sharing information across the organization.
B) balancing customers' benefits and costs.
C) evaluating strategic competitive partnerships.
D) building relationships with customers.
E) keeping prices below those charged by competitors.

120) One of the benefits of using customer data to identify customers better is that attention to customer needs and wants will likely result in

A) higher prices than the market leader charges.
B) increased competition.
C) long-term relationships.
D) strong connections among competing firms in the marketplace.
E) lower prices.

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121) Companies have turned to social media for marketing products and there is still huge growth potential in this area considering that on average, users spend about_____ on social media every day.
A) 90 minutes
B) 1 hour
C) 5 hours
D) 2.5 hours
E) 30 minutes

122) The outside sales rep for a major building supply company read a report stating that building permits were down dramatically in her sales territory. She had noticed that things were slowing down, but now she has data confirming her impression. Based on this information, the sales rep will help her company become more value driven if she
A) pushes her customers to buy products whether they need them or not.
B) advises the production and purchasing departments to produce or order smaller quantities of products.
C) avoids contacting her customers until the slowdown ends.
D) avoids contact with competing firms in order to maximize value-driven marketing.
E) keeps the information to herself.

123) Which event was a turning point in the evolution of marketing and gave way to the technology-augmented era?
A) COVID-19 pandemic
B) September 11th attack on World Trade Center
C) Great Depression
D) Economic downturn of 2008
E) World War II

124) Businesses that use geotargeting segment their audience based on
A) their spending habits.
B) a set of criteria developed around the target audience.
C) their current and past locations.
D) the number of connections they have with each other.
E) social media accounts.

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

125) Mel has been asked to write a marketing plan for a new restaurant. What questions will Mel likely address in her marketing plan? Be specific and offer questions related to a restaurant.

126) How does the exchange of ideas provide value, and what is the role of marketing in this process? Explain this using the example in the text of groups marketing bicycle helmets or choose your own scenario.

127) The text states, "Good marketing is not a random activity." Create an example to respond to this statement.

128) Your friend is writing a "how-to" book and asks you for marketing advice. You start by exploring the four Ps. What questions will you ask? Be specific.

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129) The manager of a restaurant supply company determines prices by adding a standard markup to her costs. What might the manager be missing when it comes to effective pricing decisions?

130) As your first assignment in an advertising agency, your manager asks you to come up with messages for three billboards promoting the university you attended. The manager wants one ad for each of the three types of promotion objectives. Create an example of a one-sentence billboard advertising message for each objective: inform, persuade, and remind.

131) Suppose your college roommate sees you reading your marketing textbook and says, "Marketing is just advertising and selling." How do you respond?

132) What are the four Ps of marketing? Give an example of each.

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133) Antonio bought a suit at Regency Clothing for Men. Regency bought the suit from a distributor, which bought it from a designer. The designer bought the materials to make the suit from a factory in China, and the suits were made at that same factory. The employees in the factory bought their suits directly from the factory and sold them to their friends. Explain which of these transactions were B2B, B2C, and/or C2C.

134) During the past couple of decades, marketers began to develop a relational orientation as they realized that they need to think about their customers in terms of relationships rather than transactions. How does Apple encourage its customers to maintain a long-term relationship with the company?

135) Over the five marketing eras, how did the emphasis on the four Ps change? List the five eras and describe which of the four Ps were emphasized during each era.

136) How does value cocreation provide additional value to customers?

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137) Explain the process of customer relationship management (CRM) in terms of how it impacts marketing activities.

138) Describe the premise of value-oriented marketing.

139) Many U.S. companies now use social media tools for marketing purposes. Demonstrate your knowledge of social media by describing a small company and the ways you would use social media to produce, promote, place, and price your goods or services.

140) You are employed by a marketing firm that needs to become more value driven. Describe the four activities that contribute to this.

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Answer Key

Test name: Chapter 01

1) TRUE
2) TRUE
3) TRUE
4) TRUE
5) TRUE
6) FALSE
7) TRUE
8) FALSE
9) FALSE
10) FALSE
11) FALSE
12) TRUE
13) TRUE
14) TRUE
15) FALSE
16) TRUE
17) FALSE
18) TRUE
19) TRUE
20) TRUE
21) FALSE
22) TRUE
23) FALSE
24) TRUE
25) TRUE
26) B
27) E
28) E
29) A
30) E
31) A
32) B
33) E
34) A
35) D
36) A
37) B

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38) D
39) E
40) C
41) A
42) B
43) D
44) B
45) A
46) B
47) C
48) E
49) A
50) B
51) B
52) D
53) E
54) A
55) B
56) B
57) C
58) D
59) A
60) B
61) B
62) C
63) C
64) B
65) A
66) A
67) A
68) A
69) A
70) A
71) C
72) A
73) A
74) C
75) D
76) E
77) C

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78) A
79) D
80) D
81) C
82) D
83) D
84) A
85) A
86) A
87) A
88) A
89) D
90) B
91) B
92) B
93) C
94) B
95) C
96) D
97) E
98) D
99) C
100) E
101) C
102) A
103) E
104) B
105) B
106) B
107) C
108) D
109) D
110) B
111) B
112) C
113) A
114) C
115) A
116) C
117) E

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118) D
119) A
120) C
121) D
122) B
123) A
124) C
125) Short Answer
126) Short Answer
127) Short Answer
128) Short Answer
129) Short Answer
130) Short Answer
131) Short Answer
132) Short Answer
133) Short Answer
134) Short Answer
135) Short Answer
136) Short Answer
137) Short Answer
138) Short Answer
139) Short Answer
140) Short Answer

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Chapter 1
Overview of Marketing

Tools for Instructors

- Chapter Overview
- Brief Chapter Outline
- Learning Objectives
- Extended Chapter Outline
- PowerPoint Slides
- Additional Resources
- Connect Application Exercises

Chapter Overview

In this chapter, the goal is to provide an overview of marketing and encourage students to think about the specific aspects of the marketing mix.

Brief Chapter Outline

What Is Marketing?
The Importance of Marketing over Time
How Does Marketing Create Value, and How Do Firms Become More Value Driven?

Learning Objectives

LO1-1 Define the role of marketing.

Marketing is the activity, set of institutions, and processes for creating, capturing, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Marketing strives to create value in many ways. If marketers are to succeed, their customers must believe that the firm's products and services are valuable; that is, they are worth more to the customers than they cost. Another important and closely related marketing role is to capture value of a product or service based on potential buyers' beliefs about its value. Through communications, marketers educate and inform customers about the benefits of their products and services and thereby increase their perceived value. Marketers facilitate the delivery of value by making sure the right products and services are available when, where, and in the quantities their customers want. Better marketers are not concerned about just one transaction with their customers. They recognize the value of loyal customers and strive to develop long-term relationships with them.

LO1-2 Detail the evolution of marketing over time.

Marketing has evolved from a production or sales-oriented approach, in which firms told people what they could and should buy, to a market- and value-oriented perspective. In this more recent view, firms look to their markets to tell them what they need to produce and provide, in a way that creates value for them and their customers. Most modern firms, having established value as their primary goal, are turning to technology to augment that value.

LO1-3 Describe how marketers create value for a product or service.

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Value stems from at least four main activities that value-driven marketers undertake and are reinforced throughout the book:

- Adding value, such that they leverage various elements of marketing and work to build relationships with partners and customers to ensure that they introduce their product, service, or idea to the marketplace at just the place and time that customers want it.
- Marketing analytics and AI, which companies use to gather vast amounts of information about customers and competitors, and then analyze it and share it across their own organization and with partner firms.
- Social and mobile marketing, to take advantage of new technologies and connect with customers using the latest social media channels.
- Ethical and societal dilemmas, such that firms engage in conscious marketing that takes into account the benefits and costs of their actions for all stakeholders.

Extended Chapter Outline

I. What Is Marketing? *(PPT 1-5)*

A. Marketing Is About Satisfying Customer Needs and Wants *(PPT 1-6 and 1-7)*

B. Marketing Entails an Exchange (PPT 1-8)

Adding Value 1.1: Ensuring the Pepsi Generation Is Also the Next, and the Next, and the Next Generation: The Starry Brand Rollout Pepsi strategically targets each new generation to ensure each generation of consumers regards itself as the Pepsi Generation. Pepsi decided to target Gen Z by reformulating Sierra Mist into a new lemon-lime cola designed to appeal to younger consumers. It has comparatively low sugar levels to appeal to more health-conscious cola drinkers, and it uses bright, bold packaging that is designed to have an “Instagrammable” look. The marketing plan relies heavily on social media to reach young consumers who exhibit a tendency to reject existing, tired brands.

C. Marketing Creates Value through Product, Price, Place, and Promotion Decisions (PPT 1-9 and 1-10)

Social and Mobile Marketing: Data for Sale! Get My Personalized Data for Sale! discusses how increased regulations regarding personal data have led to new platforms like Caden, which allows users to download their personal data and charge a fee to companies that wish to access the data.

1. Product: Creating Value *(PPT 1-11)*

2. Price: Capturing Value *(PPT 1-12)*

3. Place: Delivering the Value Proposition *(PPT 1-13)*

4. Promotion: Communicating the Value Proposition *(PPT 1-14)*

D. Marketing Can Be Performed by Individuals and Organizations *(PPT 1-15)*

E. Marketing Affects Various Stakeholders *(PPT 1-16)*

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Ethical & Societal Dilemma: Marketing Designed to Discourage Purchases: Patagonia's Unusual Approach to Being a Responsible Company highlights how Patagonia's long-term commitment to sustainability has led to its revolutionary decision to donate 100 percent of its profits to fighting the climate crisis. Patagonia strives for sustainability in its supply chain and in its marketing, but its CEO reiterates that the company remains "unapologetically a for-profit," because those profits serve its environmental mission.

✓ ***Progress Check:*** Several questions are offered for students to check their understanding of core concepts. *(PPT 1-17)*

1. *What is the definition of marketing?*

   Answer: Marketing is the activity, set of institutions, and processes for creating, capturing, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

2. *Marketing is about satisfying _____ and _____.*

   Answer: Marketing is about satisfying needs and wants.

3. *What are the four components of the marketing mix?*

   Answer: The four components of the marketing mix are product, place, price, and promotion.

4. *Who can perform marketing?*

   Answer: Both individuals and organizations can perform marketing as marketing can entail B2C, B2B, and C2C.

II. The Importance of Marketing Over Time *(PPT 1-18)*

A. Production-Oriented Era

B. Sales-Oriented Era

C. Market-Oriented Era

D. Value-Based Marketing Era *(PPT 1-19)*

E. Technology-Augmented Era *(PPT 1-20)*

✓ ***Progress Check:*** The following question is offered for students to check their understanding of core concepts. *(PPT 1-21)*

1. What are the various eras of marketing?

Answer: The eras of marketing include the production-oriented era, sales-oriented era, market-oriented era, value-based era, and technology-augmented era.

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III. How Does Marketing Create Value, and How Do Firms Become More Value Driven? *(PPT 1-22)*

A. Adding Value *(PPT 1-24)*

B. Marketing Analytics & AI *(PPT 1-25)*

C. Social & Mobile Marketing *(PPT 1-27)*

Marketing Analytics & AI: Google Leverages AI discusses Google's AI inventory tool, which uses cameras to assess shelf inventory in retail stores. Although the tool hypothetically allows for greater accuracy in monitoring inventory and makes employees' jobs easier and more efficient, tests of the tool offer mixed results.

Social & Mobile Marketing: MasterClass Leverages Its Experts and Their Expertise highlights the marketing strategies used by MasterClass, which offers educational programs. MasterClass attracts customers by using celebrity teachers whom potential customers already admire and trust and through online search keywords. MasterClass appears on the first page of many seemingly generic searches, and it answers the question posited in the search and leads users to a related course. It also tracks clicks to identify potential consumers and then delivers ads on those users' social media feeds.

D. Ethical and Societal Dilemma *(PPT-28)*

✓ ***Progress Check:*** Several questions are offered for students to check their understanding of core concepts. *(PP 1-27)*

1. *Does providing a good value mean selling at a low price?*

   Answer: Value-based marketing isn't just about low price; it is also about creating strong products and services.

2. *How are marketers connecting with customers through social and mobile media?*

   Answer: Marketers are steadily embracing new technologies, such as social and mobile media, to allow them to connect better with their customers and thereby serve their needs more effectively.

Ethical & Societal Dilemma 1.2: Fashion Brands' Environmentalism Sometimes Butts Up against Regulations discusses the potential conflict that occurs when multiple companies within an industry collaborate in their sustainability efforts. After multiple fashion companies joined together and released a shared vision for changes in the industry, the European Union antitrust regulators investigated them for violating rules against restrictive business practices, including price fixing. Similarly, laws in the United States can also make it difficult for companies to coordinate their environmental efforts.

Additional Resources

Place is one of the most difficult concepts for students because it is largely invisible to them as consumers. They touch hard goods, experience services, view and hear promotions, and pay for what they buy, but it can seem that products almost appear magically. One recent trend among environmentally conscious consumers is to seek out products produced within a 100-mile radius of their hometowns. Buying these products reduces costs and detrimental environmental effects by reducing emissions associated with transportation and storage. Students should visit local grocery markets, identify goods, and investigate how

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far the products traveled (and by what means) to reach the store's shelves. From this experience, a rich discussion of both distribution decisions and marketing's impact on society can evolve.

To make the *eras of marketing* clear to students, divide the class into groups with each group assigned to a specific era. Ask the students to identify a business that adheres to their assigned era in terms of its business philosophy and approach. They should present the business to the class with evidence of the business's philosophy. Each brief presentation should include an assessment of whether the orientation is appropriate to the business, given its competitive environment, target audience, and positioning strategy, and if not, what orientation would be best.

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Connect Application Exercises

This section summarizes each Application Exercise available with this chapter. Each summary comprises an introduction to the exercise, concept review, and follow-up activity. Associated details related to the learning objectives, activity type, Business Competency, and difficulty levels are also included. These summaries are intended to guide your course planning; perhaps you want to assign these exercises as homework or practice, before or after class. For best practices on how and when to assign these exercises, see the IM Implementation Guide at the beginning of this chapter.

Application Exercise	Type	Learning Objectives 01-		
		01	02	03
Zipcar: Creating Value in the Marketplace	Case Analysis	X	X	X
The Marketing Mix: Travel Goods and Services	Multiple Choice	X		
Jeans	Video Case	X	X	
Value: The Bottled Water Industry	Video Case	X	X	
Delivering Value at Red Mango	Video Case	X	X	
Dunkin' Donuts: Delivering on the Brand Promise	Video Case	X	X	
From Beans to Pralines: The Global Chocolate Market	Case Analysis	X	X	X
Making a Market: Vosges Haut-Chocolat	Video Case	X		X
ISeeIt: Value Creation Through the Marketing Mix	Video Case	X		
Marketing at The Gluten Free Bar (GFB)	Video Case	X	X	X
A Flood of Water Consumption Choices	Case Analysis	X		
Verneek: Using AI to Refine Marketing	Video Case	X		X

ZipCar: Creating Value in the Marketplace

- **Activity Type:** Case Analysis
- **Learning Objectives:** 01-01, 01-02, 01-03
- **Difficulty:** Medium
- **Activity Summary:** This case describes Zipcar's operations, focusing on how it creates value. Students answer questions relating the case to chapter concepts.

Activity

- **Introduction:** Nearly a decade ago, the founders of Zipcar decided to bring the car-sharing experience to the United States. Since then, Zipcar has developed the gold standard by offering its members 24/7 access to thousands of cars around the world and creating a revolution in the way many people think about alternate transportation.
- Understanding the marketplace, and especially consumers' needs and wants, is fundamental to marketing success. Marketing focuses on creating value for customers, clients, partners, and society at large.

Follow-up Activity

Zipcar has a special program targeted at universities. Ask the students the following questions:

- How might students' wants and needs differ from those of Zipcar customers in general?
- What kind of marketing (B2C, B2B, C2C) is Zipcar engaging in when it works with universities to get Zipcar locations approved on campus?

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- How can Zipcar create value for university administrators, such that they would be interested in having Zipcar locations on campus?

After discussing these points, visit the Zipcar website and look at the “Zipcar for universities” tab. Select a university and note the three columns addressing how Zipcar creates value for three different audiences: alumni, students, and faculty and staff.

The Marketing Mix: Travel Goods and Services

- **Activity Type:** Multiple Choice
- **Learning Objectives:** 01-01
- **Difficulty:** Medium
- **Activity Summary:** The student is presented with eight marketing activities performed by two travel companies—one that manufactures products, and one that offers services. Students are asked to classify the activities according to both the marketing mix element and the product type (goods or services) it represents.

Activity

- **Introduction:** One of the core aspects of marketing is to create value for customers. Marketing traditionally has been divided into a set of four interrelated decisions known as the marketing mix, or four Ps: product, price, place, and promotion. Two travel-oriented companies—one a producer of goods, the other a service provider—have different marketing mixes.
- The goal of this activity is to recognize that companies make different marketing mix decisions to offer value. In this activity, you will categorize a set of statements about each company's marketing activities according to the four Ps (product, price, place, and promotion).

A sentence of explanation is offered for each of the rectangles to the left when the student rolls the mouse pointer over it.

Follow-Up Activity

- In small groups, have students select a company/brand from which they buy products or services. Then, have them fill in examples of marketing activities that fit into each of the four Ps.

Jeans

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01, 01-02
- **Difficulty:** Medium
- **Activity Summary:** This video case discusses the market for blue jeans, with its wide price range and many different sets of customer needs and wants. After the video ends, students are asked questions about the video and related course concepts.

Activity

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- **Introduction:** Marketing involves satisfying the needs and wants of consumers. However, not all consumers have the same needs and wants. The marketing of blue jeans is a good example of how marketers develop a different marketing mix to suit the needs of different consumers.
- First invented in the United States, blue jeans represent everything American. How blue jeans went from their humble beginnings to the height of high fashion is a marketing success story. There are dozens of brands, ranging from the $10 pair to the $1,000 pair, with numerous offerings between the two extremes to meet the needs of every type of consumer. Marketers must understand what consumers value in order to manage the marketing mix to deliver the right set of benefits to different consumers.
- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

Follow-Up Activity

In groups or individually, ask students to:

1. List all the brands of jeans they can think of, from basic discount brands to the hip designer brands.
2. Use the Internet to find typical prices for a pair of jeans in each brand.
3. Enter the prices into a spreadsheet and generate a scattergram of the prices. (You can use options to have each point labeled by its brand name.)

Then discuss: How could this scattergram be useful to marketers of each brand? Possible answers:

- It shows the overall price range so a brand can tell if its price is unusually high or low.
- It MIGHT indicate which brands are competing head-to-head (the ones whose dots on the scattergram are closest together), though it's important to note that pricing is only one dimension on which brands can be similar or different. They may be targeting different age or size ranges, or aiming to establish different brand images.

Value: The Bottled Water Industry

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01, 01-02
- **Difficulty:** Medium
- **Activity Summary:** This video case traces the evolution of the bottled water industry. After the video ends, students are asked questions about the video and related course concepts.

Activity

- **Introduction:** Bottled water companies create value for customers even though they sell a natural resource that is free and abundant. Water was first positioned as a premium product that indicated status and sophistication. Since then, soft drink companies with large distribution networks, such as PepsiCo and Coca-Cola, have marketed bottled water at lower prices.
- The American Marketing Association states that marketing is "an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders." Although marketing is a multi-faceted function, its fundamental purpose is to create value by developing a variety of offerings, including goods, services, and ideas, to satisfy customer needs.
- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

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Hold a group discussion—or a structured debate, with students assigned to argue a particular position—on the ethics of the bottled water industry. Some potential sources:

I. Summary of the issues from environmental and clean water advocacy groups:

- http://www.nrdc.org/water/drinking/qbw.asp—Natural Resources Defense Council. Addresses both water safety and environmental impact.
- http://thewaterproject.org/bottled_water_wasteful—The Water Project. Details facts and concerns about the environmental cost of bottled water.

II. How bottled water brands are trying to address concerns:

- http://www.dasani.com/dasani-water/index.html - twist—Discusses Dasani's recycling initiatives.
- http://www.evian.com—Evian's website contains a page devoted to the company's sustainability actions. These actions focus on 3 pillars: packaging and recycling, source protection, and climate impact. Also, show one of the Evian Babies ads, which relate to its "Live Young" slogan. https://www.youtube.com/watch?v=hE3HdcdZAxQ is probably Evian's best-known ad, featuring the Roller Babies. How might this ad, with its use of babies, help to combat the view of bottled water as an unhealthy and environmentally undesirable product?
- http://blogs.ei.columbia.edu/2009/08/11/"ethical"-bottled-water-companies—Discusses strategies of Ethos water and others selling "ethical" bottled water.

Delivering Value at Red Mango

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01, 01-02
- **Difficulty:** Medium
- **Activity Summary:** This video reviews Red Mango's marketing mix and its approaches to value creation. After the video ends, students are asked questions about the video and related course concepts.

Activity

- **Introduction:** Founder Dan Kim opened the first U.S.-based Red Mango in Los Angeles in 2007. He quickly expanded, and there are currently more than 200 locations in 27 states, plus a few locations outside the U.S. Red Mango has successfully combined a healthy product (frozen yogurt) with cool, fun shops to hang out in. Red Mango uses 100% all natural, non-fat or low-fat kosher, and gluten-free frozen yogurt fortified with probiotics. It has expanded its menu to include fresh fruit smoothies, parfaits, and probiotic iced teas. Red Mango was named the number one smoothie and frozen yogurt chain in America in Zagat's 2011 National Chain Restaurants Survey. The following video illustrates how Red Mango delivers superior value to customers.

- Marketing strives to create value in many ways. If marketers are to succeed, their customers must believe that the firm's products and services are valuable—that is, they are worth more than they cost. Value represents the relationship of benefits to costs. Marketers deliver value through the marketing mix (the 4 Ps): product, price, place, and promotion. Firms become value driven by sharing information, balancing customer benefits and costs, concentrating on building long-term relations with loyal customers, and creating connections with customers by using social and mobile media. To achieve this, marketers must understand customers' needs and wants. Successful marketing also requires thoughtful planning, with an emphasis on the ethical implications of any of those decisions on society in general.

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- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

Dunkin' Donuts: Delivering on the Brand Promise

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01, 01-02
- **Difficulty:** Medium
- **Activity Summary:** This video case discusses the overall strategy Dunkin' Donuts uses to build its brand and create value for customers. After the video ends, students are asked questions about the video and related course concepts.

Activity

- **Introduction:** Dunkin' Donuts has been known for its donuts for over 60 years, but the company has increased its focus on coffee, responding to the growing popularity of coffee drinks in the United States. Dunkin' Donuts has developed a strategy using the four Ps to help to differentiate it from its many competitors.
- The goal of this activity is for students to gain a better understanding of how firms develop strategies based around the four Ps.
- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

Follow-Up Activity

- Discuss how Dunkin' Donuts uses its strategy to differentiate itself from its major competitors in the Coffee and Breakfast marketplace. Some points to consider:
  - Dunkin' Donuts focuses on good value at a reasonable price, mixing coffee and food.
  - Starbucks focuses more on quality to justify its high price, and has a stronger focus on coffee drinks, with food available but not a primary focus.
  - McDonald's offers food at all times of the day in addition to its McCafé offerings. It has thousands of locations, and keeps a strong focus on low price and fast service.

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From Beans to Pralines: The Global Chocolate Market

- **Activity Type:** Case Analysis
- **Learning Objectives:** 01-01, 01-02, 01-03
- **Difficulty:** Easy, Medium, Hard
- **Activity Summary:** Students read a case reviewing strategies adopted by different chocolate brands, and then answer questions requiring them to apply the six core aspects of marketing to what they have read.

Activity

- **Introduction:** The worldwide chocolate market is huge, with cocoa bean growers spanning three continents, processors located all over the world, and multiple chocolate brands serving the preferences of different consumers. This activity is important because it gives you a solid "big picture" view of the scope of marketing via the chocolate industry.
- The goal of this activity is to test students' understanding of the six core aspects of marketing by applying these concepts to the global chocolate market.

Follow-Up Activity

Students might enjoy learning about Dr. Dan Ariely's "Hershey Kiss Experiment," in which students were offered a Lindt truffle or a Hershey's kiss. When the truffle cost 26 cents and the kiss cost 1 cent, equal numbers of students chose each; when the truffle cost 25 cents and the kiss was free, the vast majority chose the kiss. It illustrates the power of "FREE!" and is discussed further in this article: https://danariely.com/the-nuances-of-the-free-experiment.

Making a Market: Vosges Haut-Chocolat

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01, 01-03
- **Difficulty:** Easy, Medium
- **Activity Summary:** This video case presents a marketing mix for a small brand that seeks to differentiate itself through luxury and innovation. After the video ends, students are asked questions about the video and related course concepts.

Activity

- **Introduction:** Vosges Haut-Chocolat is a chocolate brand seeking to make consumption of their chocolate a luxury experience, which has grown along with the market for high-end chocolate. The video discusses how Vosges has created a cohesive marketing strategy focused on luxury and innovation. This activity is important because successful marketing requires an understanding of the full range of marketing activities, and of the importance of ensuring that all these activities serve a common strategy.
- The goal of this activity is to test students' understanding of the basic concepts of marketing.
- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

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Follow-Up Activity

- Compare Vosges to Godiva, which is probably the best-known luxury chocolate brand in the USA. What advantages does Godiva have over Vosges? How can Vosges compete successfully with Godiva (both in terms of its current activities and other things it might do)? Points to consider:
  - Godiva has far more brand recognition, more of its own stores, and a wider distribution network.
  - Vosges has its innovative flavors; in addition, the very fact that it is not as well-known might allow the brand to create a more exclusive, super-premium image.

iSeeIt: Value Creation Through the Marketing Mix

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01
- **Difficulty:** Easy
- **Activity Summary:** The iSeeIt video cases available for most chapters introduce key concepts through examples that are familiar to students from their own lives. This short activity uses different consumer preferences for coffee shops to illustrate how marketing creates value.

Activity

- **Introduction:** Value is when a customer receives more than they give up, such as when a customer pays for a product or service. The definition of value often shifts based upon what each customer is looking for in the product or service they are purchasing. Take, for instance, the Hernandez family and their search for the perfect cup of coffee. Mom, Dad, and Gabby each place value on different aspects of the coffee drinking experience. Gabby looks for a unique experience, often provided by independent coffee shops, and is willing to pay more for that experience. Mom, on the other hand, wants the consistency and convenience provided by chains, while Dad is not interested in anything fancy but is simply looking for a cheap cup of coffee. Before organizations can effectively market their coffee to this family with such diverse needs, they need to understand where each consumer places value and meet their needs using the marketing mix.
- Customer value is 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. For organizations to provide value and effectively satisfy consumer needs, they must understand their target market and adjust the marketing mix accordingly.
- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

Follow-Up Activity

Discuss some of the places around your university where people can go for a cup of coffee. How do they differ in the value they offer?

Marketing at The Gluten Free Bar (GFB)

- **Activity Type:** Video Case
- **Learning Objectives:** 01-01, 01-02, 01-03
- **Difficulty:** Easy, Medium

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- **Activity Summary:** Students watch a video that addresses how the marketplace is divided into groups of potential customers who are important to Gluten Free Bar (GFB) for different reasons.

Activity

Introduction: From the beginning of the morning until the late hours of the evening, marketing is a core part of everyone's life. This activity is important because understanding the needs and wants of consumers is essential to marketing success. The marketplace can be segmented or divided into groups of potential customers who are important to an organization for different reasons. These future buyers, along with the companies as sellers, trade things of value so that each is better off as a result.

The goal of this activity is to demonstrate your understanding of the role of marketing in organizations.

- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

Follow-Up Activity

Discuss the criteria for segmenting a market. Depending on the size of the city or town in which your school is located, have students think of products that can successfully be marketed in your location and others that might not. If the city is large, consider products that succeed there but might not in a smaller town. If the school is in a small college town, consider products that are available in larger areas but not yours. Lead the students in a discussion of why those products can succeed or why they can't based on the criteria required for segmenting a market.

A Flood of Water Consumption Choices

- **Activity Type:** Case Analysis
- **Learning Objectives:** 01-01
- **Difficulty:** Easy, Medium, Hard
- **Activity Summary:** Students read a case about how the consumption of water has changed and then answer questions about the case.

Activity

- **Introduction:** This activity is important because organizations must understand how the role of marketing fits with customers and companies. Understanding the marketplace, and especially consumer needs and wants, is fundamental to marketing success. Good marketing needs to be planned with a recognition of how the implications of those decisions affect society. Marketing traditionally has been divided into a set of four interrelated controllable decisions and consequent actions known as the marketing mix, or four Ps: product, price, place, and promotion. Ultimately, marketing involves an exchange in which both parties should be satisfied after the transaction.

  The goal of this activity is to demonstrate your understanding of the role that marketing plays in creating value and why it is important.

Verneek: Using AI to Refine Marketing

- **Activity Type:** Video Case

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- **Learning Objectives:** 01-01, 01-03
- **Difficulty:** Easy, Medium
- **Activity Summary:** Students watch a video that addresses how Verneek uses artificial intelligence (AI) to refine the marketing efforts of companies.

Activity

Introduction: Value stems from four main activities that value driven marketers undertake. First, firms leverage various elements of marketing and work to build relationships with partners and customers to introduce their product, service, or idea to the marketplace. Second, firms can gather vast information about customers and competitors and then analyze and share it across their own organization and with other partner firms. Third, they take advantage of new technologies and connect with their customers, using the latest digital, virtual, and social media channels. Fourth, marketers must strive to balance the benefits and costs of their offerings for not just themselves but also for their customers, their communities, the planet, and society as a whole.

This activity is important because as a manager, you must be able to understand and implement marketing strategies that reflect these four activity areas. The goal of this activity is to demonstrate your understanding of the various ways that marketing creates value and how firms become more value driven.

- **Video:** The video is presented to the student below the introductory information. The video plays embedded on the page, after which questions are presented.

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