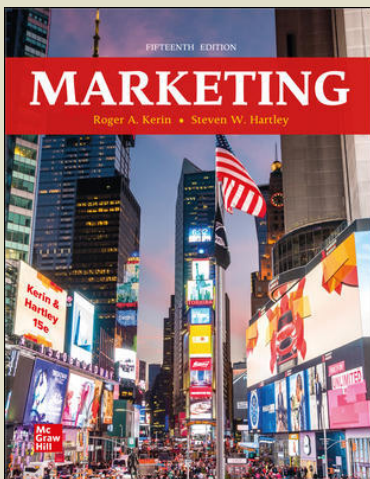


# List of Changes



## Marketing 15th Edition

**Roger Kerin, Steven Hartley**

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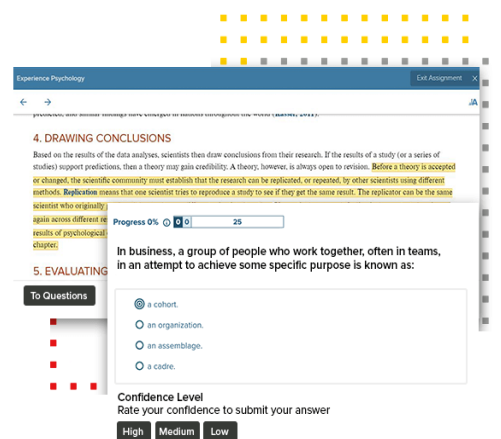
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## Chapter by Chapter Changes

**Chapter 1:** Update of Chobani's New Products, New Showstopper Analysis, and New Material on "Shared" Value and Patagonia. Chobani's new products, including its non-dairy, coconut-based yogurt, and its children's line called Gimmies are discussed. The company's guiding mission, "Better food for more people," and advertising campaigns such as "Wonderful World of Less," "Believe in Food," and "Love This Life" are presented. Discussion of Elon Musk's new businesses such as the Mission to Mars, Neuralink, and The Boring Company have been added to the Marketing and Your Career section. New-product examples such as smart glasses, stevia-sweetened soft drinks, and snack subscription services have been added to the discussion of potential "showstoppers" for new-product launches. New discussion of Facebook's efforts to reduce fake news, the concept of "shared" value, and Patagonia's Worn Wear Initiative have also been added.

**Chapter 2:** New IBM Video Case, Updated Chapter Opening Example, Addition of a New Example of Social Entrepreneurship, an Updated Application of Business Portfolio Analysis, and New Extended Coverage of Consumer Value Propositions. The Chapter 2 opening example has been updated to discuss Ben & Jerry's familiar motto "Peace, Love, and Ice Cream." In addition, the elimination of single-use plastic and the addition of non-dairy flavors made with almond milk have been added to the discussion of creative marketing strategies used by the company. The social entrepreneur venture Free Will has been added to the *30 Under 30 Forbes Social Entrepreneurs* discussion in the Making Responsible Decisions box. The discussion of core values now includes IKEA's seven core values including humbleness and willpower, daring to be different, and constant desire for renewal. The discussion of business definitions and business models now describes how Uber has added Uber Jump to its portfolio of offerings. The application of the Boston Consulting Group business portfolio model to Apple's product line has been updated to include changes related to the Apple Card, the iPhone, and the iPad/iPad mini tablet devices. Extended coverage of consumer value propositions includes criteria for their selection and a description of IKEA's consumer value proposition, which is central to it becoming the world's largest retailer. In addition, a new Gantt chart example has been added. The end-of-chapter video case is completely new, and features the recent IBM campaign and strategy: "Let's Put Smart to Work."

**Chapter 3:** Update of Facebook's Response to the Changing Marketing Environment, Update of New Trends in Marketing, and Updated Discussion of Gender-Neutral Marketing Actions. The chapter opening example is updated to reflect the dramatic environmental changes Facebook is facing. The discussion of new trends, such as the growing popularity of biometric "watches," the new emphasis on the concept of a circular economy, the emergence of the Fourth Industrial Revolution, the shift from single transactions to ongoing relationships, and the increase in regulation related to privacy, cyber-security, and online fraud. An update of Generation Z value formation has been added to the discussion of generational cohorts. Discussion of *Ad Age's* Multicultural Agency of the Year, The Community, has been added and the examples of gender-neutral marketing actions have been updated. The Marketing Insights About Me box has been updated to reflect the new data.census.gov platform. A discussion of new trends in technology, such as the growth of facial recognition technology, blockchain, artificial intelligence, and wearable technology, has also been added. The Regulatory Forces discussion now includes the California Consumer Privacy Act.

**Chapter 4:** New Toyota Video Case, Updated Chapter Opening Example and Expanded Description of Consumer Ethics and Sustainable Consumption. The chapter opening example highlights the decision by Anheuser-Busch to spend \$1 billion on its social media program to reduce the harmful use of alcohol and its 2025 Sustainability Goals in the areas of air pollution, water conservation, and recycling. The role of consumers in becoming partners with business in ethical buying behavior and sustainable consumption is expanded. In addition, the chapter ends with a completely new video case about Toyota, its transition to a "mobility" company, and its marketing activities related to the hydrogen fuel-cell vehicle, the Mirai.

**Chapter 5:** Updated Consumer Lifestyle discussion, a New Applying Marketing Metrics Box Featuring Net Promoter Scores, and New Location of the Section on Social Class Influence. The section describing consumer lifestyle, the VALS framework, and the Marketing Insights About Me box has been expanded to reflect the latest marketing practices. The growing emphasis on consumer advocacy is highlighted with a new Applying Marketing Metrics box describing the calculation, application, interpretation, and display of Net Promoter Scores in a consumer advocacy context. The section on Social Class Influence has been moved to follow the section on Reference Group Influence.

**Chapter 6:** Updated Examples of IBM and Boeing Procurement, New Discussion of Mary Kay Pink Young Line, An Updated Marketing Insights About Me Box About Supplier Diversity, and a New Reverse Auction Example. The descriptions of organizational buying at IBM and Boeing have been updated. In addition, the Marketing Insights About Me box has been up- dated to reflect the latest publication of Diversity Inc. A description of Nike's use of bids from advertising agencies for the company's multimillion-dollar media pro- gram has been added to the reverse auction discussion.

**Chapter 7:** New Discussion of Globalization, an Up- date of the Discussion of Bribery, and Discussion of Amazon's Departure From China. A new key word on globalization and a discussion on creating interdependence among national institutions is introduced. In addition, the discussion on customs and the Foreign Corrupt Practices Act is updated to include a fine paid by Walmart for alleged bribery of foreign government officials. The discussion of direct investments in foreign markets is updated to include Amazon's departure from China after significant losses.

**Chapter 8:** Updated Chapter Opening Example, An Update of Nielsen Television Program Rankings, and an Updated Example of Forecasting Sales for a New Running Shoe. The chapter opening example has been updated to reflect the use of marketing research in Hollywood, and its potential influence on movies such as *Avengers: Endgame* and *Atomic Blonde*. The discussion of national TV ratings data collected by Nielsen, as an example of a mechanical method of data collection, has been updated. In addition, the discussion of direct fore- casting has been updated to include the New Balance Zante Pursuit as an example.

**Chapter 9:** Update of Zappos's Use of Segmentation and Its Training Center, New Examples, New Section on Customer Lifetime Value, New Applying Marketing Metrics Box. The chapter opening example has been up- dated to describe how Zappos uses behavioral segmentation, and how the company training center, Zappos Insights, allows other companies to learn the techniques. The When and How to Segment Markets section offers an updated discussion of Ford's shift in strategy to reduce its product line by focusing on pickups, SUVs, and electric cars. The discussion of mass customization now includes the *Nike by You* service as an example. In addition, a new section titled The Financial Relevance of Customer Patronage: Customer Lifetime Value has been added. In addition, a new Applying Marketing Metrics box featuring the calculation, application, and interpretation of the life- time value of a McDonald's, Burger King, and Wendy's customer using actual company data has been added.

**Chapter 10:** New Example of Open Innovation, A New Section on New Product Performance, a New Marketing Metric—the New Product Vitality Index, and New Images. The discussion on open innovation now includes Pepsi's entrepreneurial group, called "The Hive," as an example. A new section titled Tracking New Product Performance has been added. In addition, the New Product Vitality Index, used by many large companies, is described, calculated, interpreted, and displayed in a new Applying Marketing Metrics box. New images of "Flamin' Hot" Cheetos, the Pebble Smartwatch, the Google Glass Enterprise, and new product successes at General Mills have been added to the discussion

**Chapter 11:** New Justin's Video Case, the Latest Brand Extension for Gatorade, An Expanded Example of the Product Life Cycle for All-Electric Powered Vehicles, New Material on Brand Purpose in Brand Equity Development, and New Packaging Examples. The Chapter 11 discussion of Gatorade in the chapter opener now includes material on Gatorade's new sugar- free Gatorade Zero. An expanded discussion of the product life cycle for all-electric vehicles is included. The latest thinking on brand purpose in brand equity development is introduced. In addition, the Packaging and Labeling discussion includes the Tide Eco-box and Starkist's single-serve pouches as examples. The chap- ter ends with a new video case titled Justin's: Managing a Successful Product with Passion, which describes the inspiring story of entrepreneur Justin Gold, and the ap- plication of product management concepts to the Jus- tin's brand of organic nut butters.

**Chapter 12:** New Discussion of Airbnb's Efforts to Become a "21st Century Company," New Services Examples, and New Advertisements. Discussion of Airbnb's efforts to become a "21st Century Company" through new services such as Experiences, HotelTonight, and Backyard has been added to the chapter opener. New services examples include Babylon digital health care, Apple News, and Warby Parker. The Services in the Future section now includes a discussion of Valeo Voyage, which allows users to be virtual passengers in a car, and a discussion of *netnography* the use of online information to better understand service consumers. In addition, new advertisements from American Airlines, United Airlines, Merrill Lynch, the American Red Cross, the March of Dimes, the United States Postal Service, Accenture, and Amazon Prime have been added.

**Chapter 13:** Updated Example of Final Price Calculation, New Example of Price Setting to Achieve a Market Share Objective, Update of Apple iPhone Pricing, and New Coverage of Estimating the Profit Impact of Price Changes. The example of the calculation of a final price for a Bugatti Chiron, with a Mini-Cooper trade-in, has been updated. An example of the use of price by P&G and Kimberly Clark to achieve a market share objective has been added. The section on pricing a Single Product versus a Product Line now includes an updated example based on Apple iPhones. In addition, a new discussion highlighting how price changes affect profitability adds rigor to the understanding of the effect of raising and reducing prices and price elasticity of demand.

**Chapter 14:** Updated Odd-Even Pricing Example, Updated Applying Marketing Metrics Box, and Discussion of Apple's Approach to Product-Line Pricing. The updated odd-even pricing example now includes Lowe's offer of a DeWalt radial saw. The Applying Marketing Metrics box about above, at, or below the market pricing in the energy drink market has been updated. Apple's approach to product-line pricing is highlighted in the context of its models of new iPhones.

**Chapter 15:** New Section on Direct to Consumer Marketing and the Role of *BOPUS* and *BORIS* Multichannel Marketing Practices, New Starbucks Example of a Strategic Channel Alliance, and a New KFC Advertisement in the Logistics and Supply Chain Section. A new section highlights the popularity of direct to consumer marketing and the application of *BOPUS* (*buy online and pick up at a store*) and *BORIS* (*buy online and return a purchase in store*) that leverage the value-adding capabilities of retail stores in implementing multichannel practices. Starbucks' use of PepsiCo's distribution network has been added as an example of a strategic channel alliance. In addition, a new image related to the impact of KFC's change of distributors on customer service has been added.

**Chapter 16:** New Chapter Opening Example about Generation Z Shopping In Malls, Update of the Top Franchises, New Discussion About Amazon Go Stores, New Retail Positioning Matrix Example. Chapter 16 opens with a description of the surprising shopping preferences of Generation Z. They are combining traditional and contemporary approaches by using technology at the mall! The discussion of Contractual Systems in retailing has been updated to include new information about the top five franchises. The Self-Service retailing section now includes a description of the cashier less convenience stores, called AmazonGo. New topics such as geofencing, mobile app product scanning, personalized advertising, and online retailers with catalogs and store-fronts, are also discussed. In addition, Ulta Beauty has been added as a new example in the discussion of the retail positioning matrix.

**Chapter 17:** Updated Terminology Describing the Marketplace as a Digital Environment, New Example of Choice board Technology, and a New Definition and Keyword on Marketing Attribution. Terminology related to the marketplace has been updated to include "digital natives" and the "digitally enabled" environment. A new example of Indochino's use of technology to allow customers to design their own products has been added to the section on Choice boards. A new keyword, marketing attribution, has been added to the Monitor and Measure Multichannel Marketing Performance section. This chapter was previously located later in the sequence of chapters. It has been moved to follow coverage of marketing channels and supply chains (Chapter 15) and retailing and wholesaling (Chapter 16) given the convergence of these topics.

**Chapter 18:** Updated Chapter Opening Example, New Advertisements, Updated Marketing Matters Box, New Example of an IMC Program for a Movie, and New Discussion of the Media Agency of the Year, Addition of Opt-In Approaches to Direct Marketing Discussion. The chapter opening example has been completely updated to reflect Taco Bell's recent IMC activities. The company's Taco ReBELLion campaign, Taco Tuesday, Party Packs, Grubhub delivery service, the special Taco Bell edition of Xbox One, the Taco Bell Hotel and Resort, and Taco Hacks are all discussed. New advertisements include examples from The North Face, Oculus, Pepsi/Cheetos, and Otezla. The Marketing Matters box has been updated to describe marketing activities directed at the 20 million college students in the U.S., including while they are on spring break! The IMC program used to promote the movie *Star Wars: The Rise of Skywalker* has been added to the Scheduling the Pro-motion section. The work of *Advertising Age's* Media Agency of the Year, Assembly, is discussed. In addition, the Direct Marketing section has been updated to include the new emphasis on "opt-in" approaches.

**Chapter 19:** New Fallon Worldwide Video Case, New Chapter Opening Example about Advertising to "Over-The-Top" Media Users, New Advertisements and Sales Promotion Examples, New Discussion of the Advertising Agency of the Year, and Updated Examples of Sales Promotions. The consumer shift from viewing video programming through a cable or satellite connection to an internet or "over-the-top" (OTT) connection is discussed in the chapter opening example. Examples of customized and addressable OTT campaigns include Cadillac and Toyota. New advertising examples from Hyundai, Flowers Victoria, IBM, KPMG, Milk Life, Under Armour, the NFL, Allstate, Louis Vuitton, and Nike, and new sales promotion examples from Kellogg's and Starbucks have been added. The Identifying the Target Audience section now includes the Under Armour Project Rock campaign as an example, and the Message Content section includes a discussion of the increasing use of gender-neutral advertising by firms such as CoverGirl, Zara, Guess, Mattel, and Louis Vuitton. The chapter also includes new discussion of *Advertising Age's* Agency of the Year—Wieden+Kennedy. In addition, new sales promotion examples such as Pringles Mystery Flavor Contest, Starbucks' loyalty program, and Apple product placements in movies are discussed. The chapter ends with a new video case titled Fallon Worldwide: Creating a Competitive Advantage with Creativity, which describes the agency's approach to developing advertising such as the Arby's "We Have the Meats" campaign.

**Chapter 20:** New Body Glove Video Case, Updated Chapter Opening Example About Connected Cars, New Section on the Growth of Influencer Marketing, New Section on the Emergence of Social Commerce and Social Shopping, New Material About Misinformation Prevention and Privacy at Facebook, and New Applying Marketing Metrics Box on Measuring Customer Engagement on Social Media Platforms. Chapter 20 has been significantly revised. The chapter opening example has been updated to reflect the growth of connected cars, smart transportation, and intelligent mobility. In addition, a new section titled Emergence of Influencer Marketing addresses the role and growth of social media influencers such as Kendall Jenner who has more than 110 million Instagram followers. Another new section titled Emergence of Social Commerce and Social Shopping introduces social shopping as a key term and discusses the idea that individuals are influenced by their peer's purchases and recommendations. New discussions about Facebook's Click-Gap Metric, designed to prevent misinformation and fake news, and its new privacy protections related to the use of personal data, have been added to the section on Mobile Marketing at Facebook. The revised section titled Social Media Marketing Programs and Customer Engagement introduces new key terms and definitions for social media marketing programs, customer engagement and measurement, and social media content. The section now includes an Applying Marketing Metrics box to illustrate the calculation of customer engagement rate. The chapter features a new video case about Body Glove and the role social media play in the company's marketing plan.



**Chapter 21:** New Cascade Maverik video case, Up- dated Prospecting Discussion Now Includes Social Selling, New Images, and New and Updated Examples. The Prospecting section now includes social selling as part of the discussion about identifying leads and prospects. New images in the Marketing Matters box, the Close section, and the Making Responsible Decisions box communicate a contemporary perspective on personal selling and sales management. New and up- dated examples include college textbook publishers use of a geographical sales organization, and Mary Kay Cosmetic's use of unconventional rewards for outstanding salespeople. The chapter ends with a new video case titled Cascade Maverik: Creating an Amazing Success Story with Exceptional Salespeople, which describes the sales management process and the personal selling process used by the firm to be "the fastest supplier of high-performance lacrosse gear."

**Chapter 22:** Update of Chapter Opening Example, New Coverage of Blue Ocean Strategies and Greater Emphasis on the Behavioral Aspects of the Strategic Marketing Process, and Updated Example of Starbucks in the Marketing Evaluation Section. The chapter opening example has been updated to include the General Mills "Consumer First" approach to strategic marketing, and examples of several of its new products such as Epic performance bars and Fruity Lucky Charms. In addition, a major addition to this chapter is the description of blue ocean strategies for re-imagining industries and markets to achieve both cost and differentiation competitive advantages. The creation of smartphones illustrates the application of a blue ocean strategy. Also, the text has been revised to emphasize the behavioral aspects of the strategic marketing process, including pitfalls and pitfalls, to complement the more structural coverage of the strategic marketing process in Chapter 2. The discussion of actual results exceeding goals includes Starbucks marketing actions to introduce new flavors such as S'mores Frappuccino, open new Reserve Roastery stores, launch a new loyalty program, and to build 10,000 "greener" stores by 2025.



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