

CONTENTS

Preface xi

PART ONE Changing landscapes 1

01 Developments in society 3

The rise of conflicting stakeholder interests 7
Corporate social responsibility 8
The business of business is business...? 10
The sustainability continuum 11
Sustainable marketing 13
Summary and activities 15

02 Why do companies fail? 16

Corporate governance 16
Changing environments 18
Size and complexity 20
Which way are you looking and are you listening? 20
What are you saying and is it worth hearing? 21
Co-creation of value 22
Summary and activities 23

03 Orientations 25

The role of markets 28
Summary and activities 29

04 Marketing and sustainability: Separating facts from fiction 31

What is marketing to you? 31
Summary and activities 36

PART TWO Knowing your own company 37

05 Digital marketing and research 39

- The research process 39
- Digital marketing research 44
- Big data 45
- Little treasures 46
- Search, site and social 46
- Listening... 47
- Research on the go 49
- Summary and activities 50

06 Systems and customer-centricity 52

- Systems 52
- CRM 54
- What is marketing's role in supporting the market orientation of the organization? 55
- Summary and activity 56

PART THREE Building relationships 57

07 How stakeholders make buying decisions 59

- The consumer market (B2C) 59
- Social factors: culture, reference groups, social class 63
- Organizational buying behaviour: the business-to-business (B2B) market 67
- The decision-making unit 70
- Summary and activities 72

08 Users and/or customers? 74

- An identity crisis? 74
- Identity: lies, damn lies and Facebook 74
- The dark(er) side of social networks 75
- Multi-tasking and dual-screening 76
- How to respond 77
- Summary and activity 78

09 The sustainable customer 79

- A historical perspective 79
- The Five Planets Theory 80
- Value, values and meaning 81
- Heuristics 82
- So, what is a sustainable consumer? 83

10 Acquiring, retaining and satisfying customers 84

- Relationship marketing 84
- (Customer) loyalty 86
- Trust 89
- Measuring and monitoring 90
- Online loyalty 90
- Summary 91

11 Communities and networks 92

- Online communities 92
- Tribes 93
- The power of the online community 93
- Building online relationships 95
- Create your own 96
- Internal communities and networks 97
- Trust within networks 98
- Summary and activities 98

PART FOUR Marketing planning 101**12 Goal setting: Mission (or vision) statement, corporate objectives and gap analysis 109**

- Influences on mission statements 110
- Corporate objectives 110
- Internal marketing 112
- Summary and activities 113

13 Situation review: The internal (micro) and external (macro) environments 115

- Marketing audits 117
- The macro environment 118
- Issues relating to monitoring the macro environment 126
- Micro environment 127
- Summary and activities 131

14 Marketing objectives, strategy formulation and tactical implementation 133

- Creating a plan 133
- TOWS analysis 134
- Summary and activities 143

15 Resource allocation: Monitoring, evaluation and control 145

- Budget 148
- Using benchmarking to measure change 149
- Practical steps towards sustainable marketing 152
- Summary and activities 153

16 Barriers to adopting sustainable marketing planning: And how to overcome them 155

- Barriers 155
- Focus 156
- Planning in a crisis 160
- Using digital marketing to overcome barriers to adopting sustainability 161
- Codes of conduct 162
- Standards and guides 162
- And finally... 163
- Summary and activities 164

PART FIVE The marketing mix 165

17 Communications 167

- Theories of communication 168
- Digital campaigns 170
- Digital platforms 172
- Digital media 173
- Advertising 173
- PR 174
- Summary and activities 175

18	Convenience for customers	177
	Marketing channels	178
	Direct distribution	178
	Multi-level channels	179
	Intermediaries as partners	180
	Market coverage	180
	Distribution logistics	181
	Summary	183
19	Customer benefits	185
	Anatomy of a product	186
	Classification of products	187
	The product life cycle	189
	Extending the life of the product	191
	The product adoption process	195
	Developing new products – why? How?	198
	Different types of new products	198
	The new product development process	200
	The risks involved in NPD	203
	Summary and activities	204
20	Cost or sacrifice	206
	Perspectives	206
	Different pricing techniques	210
	Summary and activities	213
21	Services and sustainability	214
	Characteristics of services	215
	The extended marketing mix for services	216
	Process	218
	Challenges facing service providers	220
	Summary and activities	221

PART SIX What does the future hold? 223

22 What does the future hold? 225

- Predicting the future 225
- Digital storytelling: content and journalism 226
- Mobile and wearable 226
- Digital Out of Home 227
- Social commerce 228
- Internet of things 228
- 3D printing 229
- Virtual reality 229
- Generation Z 230
- Integration 231
- Summary and activities 231
- References* 233
- Index* 239