

Marketing

A Relationship Perspective

von

Prof. Svend Hollensen, Prof. Marc Oliver Opresnik

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Marketing

A Relationship Perspective

by

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Second Edition

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Preface to the Second Edition

The development of marketing theory and practice is undergoing a paradigm shift from a transactional to a relationship orientation. As many companies are still relying on the traditional marketing approach, this book will bridge the gap between **relationship marketing (RM)** and traditional (transactional) marketing (TM).

In the traditional transactional approach, **marketing management** is about planning, coordinating and controlling marketing strategies that are aimed at satisfying customer needs and desires – and receiving money from sales.

In recent years, marketing has been undergoing considerable self-examination and internal debate. The overriding emphasis in the 'traditional' marketing approach is on acquiring as many customers as possible. Evidence is mounting, however, that traditional marketing is becoming too expensive and is less effective given the changes in the micro and macro environment of companies.

Many leading marketing academics and practitioners have concluded that many of the long-standing practices and operating modes in marketing need to be re-modelled, and we need to move towards an integrated relationship approach that is based on repeated market transactions and mutual sustainable gain for buyers and sellers.

The 'new paradigm' is commonly referred to as relationship marketing (RM). However, relationship marketing is not a new concept. Before the advent of mass production and mass media, relationship marketing was the norm; sellers usually had first-hand knowledge of buyers, and the successful ones used this knowledge to help keep customers for life.

Relationship marketing reflects a strategy and process that integrate customers, suppliers, and other partners into the company's design, development, manufacturing, and sales processes.

Fundamentally, relationship marketing draws from traditional marketing principles. Marketing can be defined as the process of identifying and satisfying customers' needs in a competitively superior manner in order to achieve the organisation's objectives. Relationship marketing builds on this.

The customer is still fundamental to a marketing relationship. Marketing exists to efficiently meet the satisfaction of customer needs, as well as those of the marketing organisation. There is a considerable body of knowledge in social sciences that sheds light on the many facets of human relationships. We draw from these sources to further our understanding of consumer relationships.

Marketing exchange seeks to achieve satisfaction for the consumer and the marketing organisation (or company). In this latter group we include employees, shareholders, and managers. Other stakeholders (like competitors, financial and governmental institutions) are also important. As we shall see later relationships can cover a wide range of organisations in the environment e.g. governmental institutions, industry associations, European Union (EU) institutions etc.

However, the main focus of this book is still on the relationships between the firm and its closest external bodies, primarily the customers.

In the transactional approach, participants focus exclusively on the economic benefits of the exchange. Even though in relational exchange the focus widens, economic benefits remain important to all of the partners in marketing relationships.

With the relationship approach in mind, an integrated view of marketing management will be presented. To do this, the latest research findings in marketing management and related disciplines are summarized. Yet, marketing management is still a very practical discipline. People still have practical needs, firms still face practical problems, and solutions still have to work in real life. Most marketers cannot and should not hide in labs. Marketing is a social science based on theories and concepts, but it also requires that most marketers meet with people, observe them, talk to them, and understand their activities. In essence, marketing is a dialogue between sellers (marketers) and buyers (customers). This book reflects this applied approach. Together with important concepts and theories, our experiences that have been obtained through work with numerous companies – large and small, domestic and international – for many years will be drawn on.

Target Audience

This book is written for people who want to know how the relationship and the traditional marketing approach (in combination) affect the development of effective and efficient marketing plans. This book is aimed primarily at students, MBA/graduate students and advanced undergraduates who wish to go into business. It will provide the information, perspectives, and tools necessary to get the job done. Our aim is to enable them to make better marketing decisions.

A second audience for this book is the large group of practitioners who want to build on the existing skills and knowledge already possessed. The book is of special interest to the manager who wishes to keep abreast of the most recent developments in the 'marketing management' field.

Unique Features of this Book

This marketing text integrates the 'new' relationship approach in the traditional process of developing effective marketing plans. Compared to other marketing management books this text will attach more importance to the following themes:

Buyer-Seller Relationships

The guiding principle of this textbook is that of building relationships between buyers and sellers. Relationships is a growing trend and for good reason. Dramatic changes in the marketing environment are presenting immense new opportunities for companies that really build and retain relationships with customers. Relationship marketing emphasizes the tremendous importance of satisfied, loyal customers. Good customer relationships happen when all employees within the organisation develop the sensitivity and desire to satisfy customers' needs and wants. It may be argued that the traditional concept of marketing does not adequately reflect the recognition of the long-term value of a customer. The argument is that many of the traditional definitions of marketing, although stressing the importance of customer needs and satisfaction, are essentially concerned with maximising the profitability of each transaction. Instead they should seek to develop long-term relationships with customers, which cannot easily be duplicated by competitors.

Buyer-Seller Interaction on a Global Scale

Today's companies are facing fierce and aggressive competition. Today most firms compete not only locally and nationally, but globally as well. Companies that have never given a thought to internationalization now also face competition in their home market from international companies. Thinking globally also requires an understanding of the international diversity in buying behaviour and the importance of cross-cultural differences, both in the **B-t-C** and **B-t-B** market. This cross-cultural approach is centred on the study of the interaction between buyers and sellers (and their companies) who have different national and/or cultural backgrounds.

Creating Competitive Advantage through Relationships Together with other Companies

Greater emphasis is given to the development of competitive advantage, and consequently to the development of resources and capabilities and competences within the organisation and with other companies. Relationship marketing seeks to build a **chain of relationships** (networks or value net) between the organisation and its main stakeholders, including customers, suppliers, distribution channel intermediaries, and firms producing complementary products and services. Relationships to competitors are also considered.

Cross-Functionalism

Marketing is not an isolated function. A marketer's ability to effectively implement a strategic marketing program depends largely on the cooperation and competence of other functional areas within the organisation. Consequently, substantial attention is given to the inter-functional approach of marketing management. This includes: the concept of competitive advantages, **cross-functional teams** in the development of new products, **supply chain management**, internationalization, quality management, and ethics.

New to the Second Edition

The second edition of the book reflects recent trends and aspects of contemporary marketing. Here is a brief summary of the **key content changes** for this edition:

- *new content*: there is a new chapter on *marketing research* with more in-depth coverage as to the tools and processes in the framework of analysing data for the marketing management planning process. In addition, the former chapter 'Internet Advertising/Promotion' has been renamed to 'Digital Marketing and Social Media' and the respective content has been expanded significantly.
- *new case studies, exhibits and examples*: the principles of marketing cannot be fully grasped without sophisticated examples of how these apply in practice. That is why in every chapter you will find a wealth of examples to support the concepts presented. These include current advertisements, brand-new case studies in every section as well as mini cases in the form of marketing exhibits that ask you to apply the principles learnt. These features will not only help you to absorb the key principles of marketing, but will also allow you to make links between the various topics and demonstrate the marketing management process at work in real-life situations.
- *an exciting new package of supporting online resources*: all cases and selected marketing exhibits from the first edition are available online in order to support you in further enhancing and applying your understanding of marketing concepts.

Outline

After outlining the fundamentals of relationship marketing in the first chapter, the book is based on the main phases involved in marketing management, i.e. the decision-making process regarding formulating, implementing, and controlling a marketing plan:

- Phase 1: Situational analysis in the Marketing Planning Process (Chapter 2)
- Phase 2: Strategy formulation in the Marketing Planning Process (Chapter 3)
- Phase 3: Marketing Mix in the Marketing Planning Process (Chapter 4)
- Phase 4: Implementation and controlling in the Marketing Planning Process (Chapter 5)

The schematic outline of the book in Figure 1.1 shows how the four basic phases are divided into four chapters. Consequently, the book has a clear structure according to the **marketing planning process** of the firm (Figure 1.1): The introduction describes the fundamentals of relationship marketing including the evolution of the relationship marketing concept. After relationship marketing is defined and relationship economics and relationship drivers are explained the chapters concludes depicting relationship marketing as an integrative management process (Chapter 1). Based on an analysis of the internal and external marketing situation of a company and its relationships (Chapter 2), the firm is able to develop marketing strategies (Chapter 3) and marketing programs (Chapter 4). At the end of the planning process, the firm has to implement and control its activity in the market and if necessary make changes in the marketing strategy (Chap-

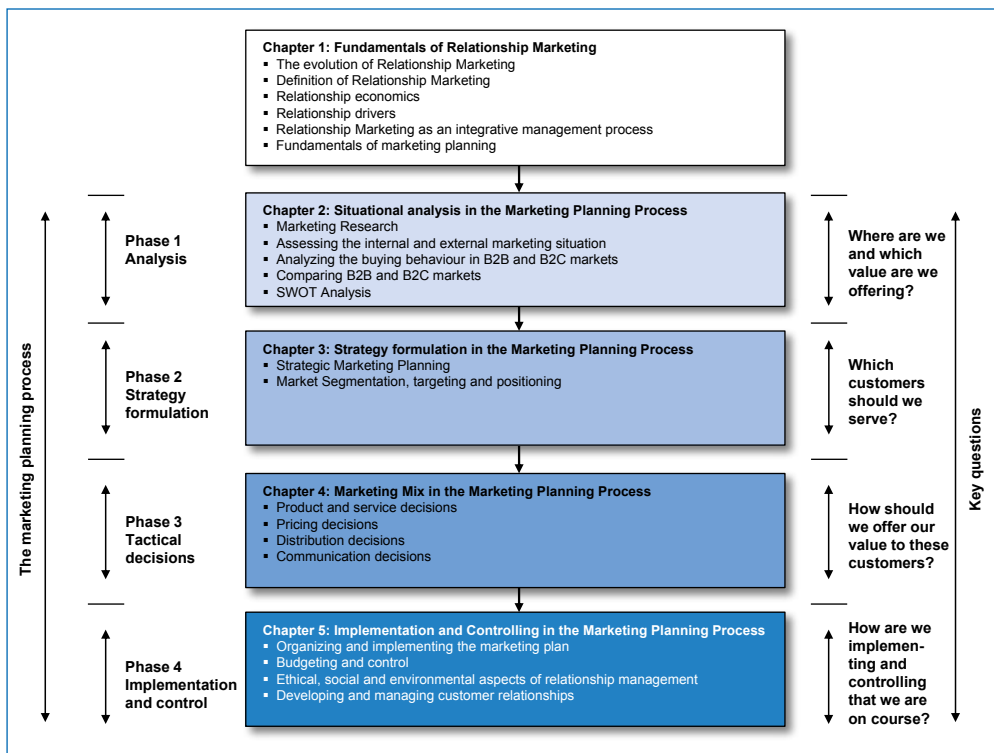


Figure 1: Structure of 'Marketing – a relationship perspective'

ter 5). Throughout the book this marketing planning process is seen in a relationship approach, as a supplement to the transactional approach. Against this background the development and management of customer relationships is explained in a separate section. Finally, the contemporary issues of ethical, social and environmental aspects of marketing planning are discussed in the last part of the book.

Chapters	Case titles/subtitles	Headquarters in following country/area	Geographical target area in the case/ Target market (B-t-B, B-t-C or both)
Ch. 1: Fundamentals of Relationship Marketing	<i>Case study:</i> Drägerwerk AG & Co. KGaA The German medical devices manufacturer seeks to establish a system of strategic key performance indicators (KPI's) in order to be able to measure the performance of marketing and sales activities	Germany	World B2B
Ch. 2: Situational analysis in the Marketing Planning Process	<i>Case study:</i> Bayer MaterialScience (BMS) The German chemical company is introducing a new standard for supply services	Germany	World B2B
Ch. 3: Strategy formulation in the Marketing Planning Process	<i>Case study:</i> Axel Springer Media Impact The German media company seeks to measure advertising effectiveness with the help of an innovative iPad App	Germany	Europe B2B
Ch. 4: Marketing mix in the Marketing Planning Process	<i>Case study:</i> Beiersdorf AG The group of globally active companies focused on the development, manufacture, and worldwide distribution of innovative, high-quality skin care products displays how consumer understanding drives innovation and marketing at NIVEA	Germany	Germany B2C
Ch. 5: Implementation and Controlling in the Marketing Planning Process	<i>Case study:</i> L'Oréal Deutschland GmbH The international cosmetic company introduces an innovative device under its Clarisonic brand	Germany	Germany B2C

Table 1: Overview of case studies

Pedagogical/Learning Aids

Many aids to student learning come with the book. These include:

- *chapter learning objectives*: tell the reader what he/she should be able to do after completing each chapter.

Chapters	Exhibit titles/subtitles	Headquarters in following country/area	Geographical target area in the case/ Target market (B-t-B, B-t-C or both)
Ch. 1: Fundamentals of Relationship Marketing	<i>Exhibit 1.1:</i> OgilvyOne Worldwide, New York – Example of effectiveness and relationship building on small budgets	USA	Germany/Europe B2C
Ch. 2: Situational analysis in the Marketing Planning Process	<i>Exhibit 2.1:</i> Mannheimer AG Holding – The German insurance group proves that pro-active brand management delivers measurable competitive advantages for financial services providers	Germany	Germany B2C (+ B2B)
Ch. 3: Strategy formulation in the Marketing Planning Process	<i>Exhibit 3.1:</i> Igepa group GmbH & Co. KG – The company is one of the largest paper merchant in Europe with 50,000 + customers and successfully utilizes Relationship Marketing as a valuable tool in a regressive market	Germany	Germany/Europe B2C (+ B2B)
Ch. 4: Marketing mix in the Marketing Planning Process	<i>Exhibit 4.1:</i> MAPA GmbH – The company acts as market leader in Germany in the baby bottle sector and has a presence in over 110 countries of the world and aims at introducing a new baby care range	Germany	World B2C
Ch. 5: Implementation and Controlling in the Marketing Planning Process	<i>Exhibit 5.1:</i> BANCA MEDIOLANUM S.p.A. – The Italian financial services company based in Basiglio near Milan, founded by Ennio Doris in 1982, is active in the banking, life insurance and mutual fund sectors and aims much of its products towards individuals and families	Italy	Italy/Europe B2C

Table 2: Overview of exhibits

- *case studies*: there is one case study in each chapter, at the end are integrated. Each case study also contains questions. Table 1.1 lists the case studies.
- *exhibits*: examples from the real world of the chapter to illustrate the text and the marketing models. There is one exhibit for each chapter. Table 1.2 lists these exhibits.
- *summaries*: each chapter ends with a summary of the main concepts.
- *discussion questions*: at the end of each chapter the discussion issues are presented as questions.

In the development of this text a number of reviewers have been involved, whom we would like to thank for their important and valuable contribution. Especially, we would like to thank Professor Marko Sarstedt (Chair of Marketing at Otto-von-Guericke-Universität Magdeburg, Germany), Christoph Schweizer (Chief Marketing Officer at Drägerwerk AG & Co. KGaA), University of Southern Denmark and Luebeck University of Applied Sciences.

We would also like to thank the following persons for their contribution to the case studies and exhibits in the book (in alphabetical order): Ennio Doris (President, BANCA MEDIOLANUM S.p.A.), Massimo Doris (Chief Executive Officer, BANCA MEDIOLANUM S.p.), Mish Fletcher (Senior Partner / Worldwide Managing Director, OgilvyOne Worldwide, New York), Prof. Dr. Christian Führer (Studiengangsleiter BWL-Dienstleistungsmarketing, DHBW Mannheim), Christiane Heitbrink (Marketing Director NUK International, MAPA GmbH), Sigrid Hinz (Project Manager Communications & Sales Marketing, Drägerwerk AG & Co. KGaA), Ansgar Hölscher (Vice President Marketing Intelligence & Innovation, Beiersdorf AG), Reinhard Honerlage (Senior Manager Marketing & Business Intelligence, Drägerwerk AG & Co. KGaA), Ralph Kirchbeck (Business Unit Manager / Int. Key Account Management, Igepa group GmbH & Co. KG), Roland Koch (Prokurist / Bereichsleiter Marketing / Pressesprecher, Mannheimer AG Holding), Anna Witte (Marketing Manager, NUK Marketing Service International), Dr. Christine Mendoza-Frohn (Vice President CAS Industrial Marketing, Head of BMS Marketing Excellence & CAS New Segments & Applications, Bayer MaterialScience Aktiengesellschaft), Oscar di Montigny (Chief Marketing Officer, BANCA MEDIOLANUM S.p.), Nina Piechotta (Axel Springer Media Impact Werbung & Agenturkoordination, Axel Springer AG), Achim Spannagel (Brand Manager Clarisonic, L'Oréal Deutschland GmbH) and Martin Wulle (Vice President Global Business Unit Digital, Beiersdorf AG).

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Throughout the writing period there has only been one constant in our lives – our families. Without them, nothing would have been possible. Thus Professor Svend Hollensen and Professor Marc Opresnik dedicate this book to their families.

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