

INDEX

- Accountability, 190
- Accounting systems, 254–255
- Action (AIDA model), 204
- Actual Value Analysis:
 - defined/described (six steps), 51–56
 - design analysis, compared to, 147
 - dry-cleaning example, 63
 - perceived value analysis, compared to, 53
- Advertising, 165–179
 - approach and style, 172–173
 - assembling strategy for, 177–179
 - assertion, 172
 - behavior funnel, 170
 - brand-building, 172
 - bribe (discounts/gifts), 172
 - budgeting:
 - competitive parity, 175
 - objective and task, 175–176
 - percentage of sales, 175
 - celebrity, 172
 - clutter, versus sales promotions, 190
 - command, 172
 - comparison, 172
 - components, 167–175
 - content, 171–173
 - copy, 268
 - criteria, 173
 - demonstration, 172
 - examples:
 - Donald J. Trump Signature Collection, 166
 - soap, 176–177
 - facts, 172
 - guerrilla, 245–246
 - identifiers as, 183
 - Internet, 224
 - marketing research, 268
 - marketing strategy and, 165–166
 - media/vehicle, 173–175
 - message, 171–173
 - objectives, 167, 168, 170–171
 - product as focus, 172
 - reminder, 172
 - slice of life, 172
 - testimonial, 172
 - worksheet, 178
- AIDA (attention/interest/desire/action) model, 204
- Airlines:
 - British Air, 46, 137
 - Continental Airlines, 46
 - frequent flyer programs, 192
 - “here come the animals,” 136
 - increasing perceived value, 46
 - model shift or up-selling, 127–128
 - Southwest Airlines, 43, 44, 138
 - United Airlines, 137
 - U.S. Airways, 44
- American Express Business card, 50
- Ansoff, Igor, 117
- Apprentice, The*, 3, 8, 290
- ARAMARK, 20/20 rule, 135
- Assertion approach in advertising, 172
- Association(s):
 - audit, 112–113
 - brand, 108, 110
 - identifiers, 183
- Assumptions, key planning (KPAs), 23, 65, 71–72

INDEX

- Atlantic City, 28–29, 74, 144–145, 267–268
- Attention (AIDA model), 204
- Attractiveness dimension (market selection criteria), 84, 85
- Attributes, 108, 109–110
- Baby boomers, 71
- Banking hours, 138
- Banner ads, 224
- Barriers, entry/exit, 68
- Beauty salon example, estimating public relations results, 215–216
- Behavior funnel, 158, 170, 171
- Benefits:
 - advantage, 62, 95, 99–100
 - communicating importance of, 45–46, 296
 - defined, 27–29
 - economic, 29
 - functional, 29
 - increasing perceived value by adding, 45–46, 294, 296
 - psychological, 29
 - real estate example, 97–100
- Bias errors, marketing research, 270–271
- Bilingual packaging, 81
- Blogs, 224–225
- BMW brand, 111, 193, 208
- Bombay Sapphire, 175
- Bookstore example, guerrilla marketing, 242
- Boston Consulting Group (BCG) system, 84–85
- Bottom line, pricing and, 229
- Brand book, 113, 114
- Brand/branding, 105–115
 - advertising and, 172
 - associations, 108
 - attributes, 108, 109–110
 - building, 111
 - communicating within organization, 113
 - company values of major brands, 106
 - components of, 108–110
 - consistency in, 46, 106, 243
 - definition, 108
 - guerrilla, 243–244
 - identifiers and, 108, 109, 180
 - image, 182
 - marketing research, 268
 - perceived value, and key benefits, 46
 - positioning, 111
 - proliferation, 190
 - public relations and, 210
 - real estate example, 112–113
 - sales promotion and, 192
 - trial, 168
 - Trump on, 4, 5
- Brand Keys, 107
- Breakeven sales level, 259, 261
- Bribery as advertising tactic (discounts/gifts), 172
- British Air, 46, 137
- Broadway tickets, 138
- Brochures/manuals, 183, 246
- Budget evaluation:
 - advertising, 175–176
 - competitive parity, 175
 - objective and task, 175–176
 - percentage of sales, 175
 - promotion, health club example, 194–195
- Burger King, 106, 184, 243
- Burke, Andrew, 147
- Business cards, 245
- Business objectives, 18, 50–51, 157–159
- Bus service, small regional; capabilities example, 60
- Buying behavior, marketing research on, 268
- Buzz, 193, 210, 212, 222
- C(s), Three (coordinate/concentrate/communicate), 15–17
- Campbell's, 81
- Capabilities, 57–64
 - competitive advantage and benefit advantage, 62–63
 - dimensions (sufficient/superior/sustainable), 98–99
 - evaluating, 23, 61, 62, 98–99

INDEX

- examples:
 - dry-cleaning, 62
 - Mar-a-Lago, 59
 - real estate, 97–98
- features, 60
- improving, 294, 296
- marketing strategy and, 58
- resources, 60
- skills, 60
- strengths and weaknesses, 59–61
- types of, 60–61
- worksheet, 61
- Carlzon, Jan (*Moments of Truth*), 139
- Car rental companies, 128
- Cash Cows, 87–88
- Casinos, 28–29, 74, 144–145, 267–268
- Caterpillar, 58
- Celebrity advertising, 172
- Cereal, 71, 84
- Chanel, 107
- Chanel, Coco, 110
- Chicago, 4, 8, 38, 117
- Circulars/brochures, 183, 246
- Cleanliness, as customer priority, 16, 29
- Clutter, advertising, 190, 208
- Coca-Cola, 106, 107, 120
- Command approach in advertising, 172
- Commission compensation system, 246
- Commodities, 10, 100
- Communications with customer, 154–164
 - advertising and, 165–167, 169
 - analysis, 160–161
 - assembling strategy for, 161–163
 - behavior funnel, 158
 - communication chart, 161
 - customer satisfaction and, 137
 - gaps, 159–160
 - guerrilla, 244–245
 - integrating strategy, 155
 - marketing strategy and, 155–159, 165–167
 - message, determining, 159–160
 - objectives:
 - business objectives, 157–159
 - communications objectives, 155
 - intermediate and action, 169
 - positioning, 159
 - pricing as, 229
 - soap example, 161–163
 - tactics, 155
 - target market, 155, 156–157
 - touch points, 155
 - two-way, 138
 - worksheet, 164
- Communications within organization:
 - brand support, 113
 - guerrilla marketing strategy, 241
 - Three Cs, 15–17
- Comparison in advertising, 172
- Compensation, 205, 246
- Competitive advantage:
 - analysis of, 96–98
 - defined, 62–63
 - examples:
 - dry-cleaners, 63
 - real estate, 96, 97–98, 99–100
 - identifying, 99–100
 - none, 100
 - as organization/product fit, 95
 - positioning and, 95–100
- Competitive environment, 65–72
 - example, Donald J. Trump dress shirts and neckwear, 66
 - key planning assumptions, 71–72
 - macro trends, 70–71
 - noise in, 12
 - Situation Analysis, 66–70
- Competitive parity pricing, 229
- Competitor(s), 48–56
 - Actual Value Analysis, 51–56
 - analyzing (four key questions), 48–51
 - cost/value themes, 42
 - current, 67, 68
 - data/information gathering, 55–56
 - example, dry-cleaning, 53–54, 55
 - identifying, 23, 50
 - marketing research, 268–269
 - perceived value and, 42–44
 - predicting actions of, 54–55
 - pricing as pressure on, 229
 - targeting, 94–95, 294
 - treasuring toughness in, 48

INDEX

- Concentrate (Three Cs), 15, 17
- Conjoint analysis, 42
- Consistency in branding, 46, 106, 243
- Constrained choice models, 40–41
- Consumer-oriented promotions, 192
- Contact points, 139, 155, 182–184
- Contests as promotions, 192, 246–247
- Continental Airlines, 46
- Contribution income statement, 255–257
- Contribution or variable margin, 257–259
- Coordinate (Three Cs), 15–17
- COPS (Culture, Organization, Process, Strategy) model, 135–139
- Corporate/organization in hierarchy of strategies, 20, 21
- Cost(s):
 - competing on, 42
 - fixed/variable, 256
 - incremental cost per unit, 42, 230–234
 - pricing and, 228, 230, 231, 233–234
 - shutdown level, and direct/indirect fixed, 259–260
 - theme, 42–43
 - value-engineering, and cutting back on, 128
- Cost per 1000 customers (CPM), of advertising, 174
- Cost per available seat mile (CASM), 44
- Cost-plus pricing, 230
- Coupons, 248–249
- Crisis management, 210, 214
- Cross, Tracy, 38
- Culture (COPS model), 135–136
- Customer(s), 26–36
 - benefits, 27–29
 - as center of marketing strategy, 139
 - communications (*see* Communications with customer)
 - current, 35, 117, 118, 127, 139, 140
 - decider, 31
 - decision-making unit roles, 31
 - defining, 30–31
 - design and, 143–145
 - driving organizations, 134
 - economic benefits, 29
 - features versus benefits, 30
 - functional benefits, 29
 - gatekeeper, 31
 - groups, 247
 - heavy users or high-tech users, 35
 - influencer, 31
 - initiator, 31
 - lost, 35
 - new/related customers, 35, 118
 - perceived value, components of, 31–35
 - perceptions of, 12–13
 - potential, 35
 - psychological/emotional benefits, 29
 - reasons managers forget to talk to, 26–27
 - sales promotion, and behavior of, 190
 - segmenting/targeting (*see* Market segmentation; Market segment selection)
 - user, 31
 - vetoer, 31
- Customer satisfaction, 132–140
 - communication, 137
 - COPS (Culture, Organization, Process, Strategy) model, 135–139
 - customer-driven organizations, 134
 - financial performance and, 134–135
 - hierarchy of objectives, 132, 134
 - increasing, 135
 - as leading indicator, 140
 - profit and, 134–135
 - strategy, 139
 - Trump International Hotel & Tower, New York City, 133
- Decider, 31
- Decision-making unit (DMU):
 - planning, 294, 296
 - positioning, 94, 100–101
 - roles in, 31
 - segmentation, 79–80

INDEX

- Décor, and brand, 184
- Delicatessen, example of positioning, 93
- Demand curve, 235
- Demographic trends, 67, 71
- Demonstration, advertising, 172
- Dentist examples:
 - guerrilla branding, 244
 - positioning, 22
 - understanding competitive environment, 71
- Design, product/service, 143–153
 - customers and, 143–145
 - decisions, 153
 - Design Analysis, 145–148, 153
 - determining, 145–146
 - examples:
 - casino VIPs, 144–145
 - LifeSavers, 147
 - soap, 146–153
 - gaps, 147
 - perceived value and, 153
 - Product Space Analysis, 148–153
- Desire (AIDA model), 204
- Deyo, Chris, 30
- Diageo, 109
- Differentiating your business, 9–10
- Direct customer response, 40
- Discipline, 111
- Disney, 106, 136
- Distribution chain:
 - end-users, 31, 67, 70, 268
 - resellers, 67, 70
 - suppliers, 67, 69–70
- DMU. *See* Decision-making unit
- “Dogs,” 88
- Dow Corning, 46
- Downing, Tom, 17, 133
- Doyle Dane Bernbach, 46
- Dreyer’s ice cream, 30
- Dry-cleaning examples:
 - associations and attributes, 183
 - capability analysis/evaluation, 61, 62
 - competitive environment analysis, 53–54, 55
 - differentiation, 9, 10
 - forecasting, 283–284
 - identifiers, 182, 183
 - message, 182
 - perceived value, increasing, 46–47
- Dubai, 117
- DuPont, 41, 70
- Economic benefits, 29
- Economic trends, 67, 71
- Edsel, 9, 145
- Effects, hierarchy of, 171
- Effort:
 - advertising, 167
 - Internet marketing, 218–219, 222–223, 225
 - personal selling, 199, 202, 203–204
 - public relations, 214–215
 - sales promotion, 193–195
- E. Gluck Corporation, 49
- E-mail, 223, 224
- Emerson, Ralph Waldo, 166–167
- Emotional benefits, 92, 110
- Employee empowerment, 136–137
- Employee of the Month, 137
- Employee support, and brand building, 113
- End-users, 31, 67, 70, 268
- Entry barriers, 68
- Errors, bias versus random, 270–271
- Estee Lauder, 92
- Events, public relations, 213
- Exhibits, promotional, 213
- Exit barriers, 68
- Expertise, 120
- Exponential smoothing, 282
- Eyewear, Trump Signature Collection:
 - growth, 125
 - press release, 212
- Eyewear Designs, Ltd., 125
- Facts, advertising with, 172
- Failures, marketing, 9, 145
- “Farmers,” 202
- Farquhar, Peter, 105
- Features:
 - benefits versus, 30
 - capabilities and, 60

INDEX

- Federated Department Stores, 66
- FedEx, 70
- Financial analysis, 253–265
 - accounting systems, 254–255
 - breakeven sales level, 259, 263
 - contribution or variable margin, 257–258
 - costs, fixed/variable, 256
 - customer satisfaction, and financial performance, 134–135
 - formulas, useful sales levels, 259
 - frame shop example:
 - contribution income statement, 255–257
 - evaluating financial impact of marketing decisions, 262–264
 - important sales levels, 260–261, 262, 263
 - minimum sales change needed, 264–265
 - variable margin rate, 258–259
 - income statements (custodial/contribution), 254–255
 - marketing decisions, evaluating financial impact of, 261–264
 - minimum sales change needed, 264–265
 - shutdown level, 259–260, 262
 - target profit sales level, 259
 - target return on sales (ROS) sales level, 259
- Focus groups, 270
- Followers, 69
- Forces, Six, 66–67
 - competitive axis, 68
 - current competitors, 67, 68
 - potential entrants, 67, 68, 69
 - substitute products or services, 67, 68, 69
 - distribution chain axis:
 - end-users, 67, 70
 - resellers, 67, 70
 - suppliers, 67, 69–70
 - macro trends, 70–71
 - demographic, 67, 71
 - economic, 67, 71
 - political/regulatory, 67, 71
 - social, 67, 71
 - technological, 67, 71
- Ford, 9, 41, 145
- Forecasting, 278–285
 - competitor reaction to pricing, 235–236
 - direct/indirect approaches, 280
 - dry-cleaning example, 283–284
 - exponential smoothing, 282
 - marketing mix modeling, 283
 - marketing plan, 291
 - moving average, 282
 - objectives, 279–280
 - potential, 279–280
 - regression analysis using time, 282
 - results, 279–280
 - sales, 280–282
 - short-term and long-term, 284–285
 - strategy outcomes, 24, 278, 279, 283
- Fort Lauderdale, 8, 117
- Foster's, 46
- Fragrance, The (Donald Trump):
 - packaging, 181
 - positioning, 92
- Frame shop example:
 - contribution income statement, 255–257
 - evaluating financial impact of marketing decisions, 262–264
 - important sales levels, 260–261, 263
 - minimum sales change needed, 264–265
 - variable margin rate, 258–259
- Frankenheimer, John, 208
- Frankfort, Lew, 110
- Friden, 121
- Functional benefits, 29
- Gaps:
 - communications, 159–160
 - customer perceptions of benefit performance and actual performance, 46
 - design, 147
- Gatekeeper, 31
- General Electric, 20, 21, 46, 106, 132
- Gerstner, Lou, 135
- Gift certificates, 249
- Glosser, Cathy Hoffman, 212
- Gluck, Andrea, 212
- Gluck Corporation, 49
- Golden Eye* (James Bond movie), 208

INDEX

- Growth, 116–131
 - alternatives for, 121–122
 - customers:
 - current, 117, 126–130
 - related or new, 118, 129–131
 - examples:
 - health club, 119, 122, 130
 - Trump International Hotel & Tower, 117
 - Trump Signature Collection Eyewear, 125
 - expertise of two kinds required, new product/service, and customer, 120
 - focus, 116–118, 124–131
 - current customers, 117, 126–130
 - current products/services, 118, 126–128, 129–130
 - overview diagram, 126
 - related or new customers, 118, 129–131
 - related or new products/services, 118, 128, 131
 - matrix, 116–118
 - products/services:
 - current, 118, 126–128, 129–130
 - related or new, 118, 128–129, 130–131
 - risk and, 119–121
 - sales promotions for, 193
 - strategies for, 123
- Guerrilla marketing, 240–250
 - advertising, 245–246
 - bookstore example, 242
 - branding, 243–244
 - communicating strategy of, 241
 - communications, 244–245
 - coordinating, 241
 - Internet, 248
 - marketing research, 249
 - positioning, 243
 - pricing, 248–249
 - promotions, 246–247
 - public relations, 247
 - selling, 246
 - service, 244
 - strategy summary, 242
 - target market, 241–245
 - Hallmark Channel, 46
 - Hall of Fame, Nordstrom's, 137
 - Hall's throat drops, 120
 - Health care:
 - demographics affecting, 71
 - marathons as promotions, 191
 - Health club examples:
 - growth, 119, 122, 128, 129–131
 - promotion budget evaluation, 194–195
 - Heavenly Bed, 30
 - Hierarchy of effects model, 171
 - Hierarchy of objectives, customer satisfaction, 132, 134
 - Hierarchy of strategies, 20–22
 - Hispanics, targeting, 81, 84
 - Holiday Inn, 109
 - Hotels:
 - example of measuring perceived value, indirect customer response, 40–42
 - marketing strategies, Motel 6 versus Ritz-Carlton, 23
 - Trump International Hotel & Tower, 8–9, 16–17, 38, 117, 133
 - Westin Hotels and Resorts, 30
 - H&R Block, 191
 - Huggies, 247
 - IBM, 46, 106, 135, 136
 - Ideal point, 148
 - Ideal values, 147
 - Identifiers, 180–188
 - assembling strategy, 188
 - brand and, 108, 109
 - components, 181–184
 - coordinating, 187–188
 - developing, 184–185
 - examples:
 - dry-cleaning, 182
 - packaging Donald Trump, The Fragrance, 181
 - Trump buildings/products, 186
 - media, 182–184
 - message, 182
 - naming new product/service, 185–188
 - objectives, 181–182
 - worksheet, 187

INDEX

- Ikea, 175
- Impulse products, 167
- Income statements:
 - contribution, 255–257
 - custodial, 254–255
- Indirect customer response, 40–42
- Influencer, 31
- Initial Benefit Statement, 204, 205
- Initiator, 31
- Instant-message service, 81
- Intel, 106, 109
- Interest (AIDA model), 204
- International Hotel & Tower. *See* Trump International Hotel & Tower
- Internet marketing, 218–227
 - advertising, 173, 224
 - assembling strategy, 225–227
 - blogs, 224–225
 - components, 219
 - effort, 219, 222–223, 224, 225
 - e-mail, 223, 224
 - guerrilla, 248
 - impact of, on competitive environment, 12
 - marketing research, 272
 - message, 219
 - method, 219
 - objectives, 219–220, 223
 - versus other media, 218
 - positioning and, 223
 - privacy policy, 223
 - smiley faces, 223
 - spammers, 223
 - speaker example, 221, 222
 - web sites, 184, 219–223
 - worksheet, 226
- Isaac Mizrahi brand, 107
- Jack Daniel's, 175
- Japanese companies:
 - business objectives, versus American, 50–51
 - Komatsu, 58
 - Toyota, 84, 106, 240
- J.C. Penney, 110
- Jean Georges restaurant, 16
- Juliano, Mark, 74
- Kawasaki motorcycles, 46
- Kellogg cereals, 71, 84
- Key planning assumptions (KPA), 23, 65, 71–72
- KFC, 120, 180, 182
- Kodak, 110
- Komatsu, 58
- Kraft Foods, 147
- Land Rover, 46, 192
- Las Vegas, 4, 28, 117
- Lee, Ang, 208
- Levi's, 110
- Lexus, 247
- LifeSavers, 147
- Light bulbs, value-in-use example, 39–40
- Listerine, 180
- Little League sponsorship, 208
- Lost customers, 35
- Louis Vuitton, 109
- Loyalty, customer, 127
- Macroenvironment, exploring changes in, 23
- Macro trends, 70–71
 - demographic, 67, 71
 - economic, 67, 71
 - political/regulatory, 67, 71
 - social, 67, 71
 - technological, 67, 71
- Macy's, 66
- Manuals/brochures as identifiers, 183, 246
- Mar-a-Lago, 59
- Margin rate, variable, 231, 257–259, 261
- Marketing, 7–13, 139
 - branding and, 111 (*see also* Brand/branding)
 - changing nature of, 12
 - communications strategies and, 155–159
 - customers and their perceptions, 12–13
 - definition of, 13, 37
 - discipline and, 111
 - failures, 9, 145
 - financial analysis and decisions in, 264
 - Four P(s) model, 10–11

- mix:
 - defined, 23
 - modeling, 283
- people, importance of, 7
- perceived value and, 13
- plan (*see* Planning)
- positioning, 7 (*see also* Positioning)
- programs:
 - planning, 291, 294, 296
 - strategy, 19, 22–24
- promotion versus, 3–4
- questions (three) to ask, 7
- small business mistakes in, 9–10
- strategy versus tactics, 7, 10–11, 12 (*see also* Strategy, product/market)
- targeting, 7 (*see also* Market segmentation; Market segment selection)
- Marketing research, 266–277
 - bias, 270–271
 - census, 270
 - contact methods, 272
 - data analysis, 273–274
 - data types (primary/secondary), 269–270
 - errors, 270, 271
 - examples:
 - art association, 274, 275–277
 - Trump casinos, 267–268
 - focus groups, 270
 - focus of, 268–269
 - guerrilla, 249
 - non-response bias, 271
 - non-selection bias, 270–271
 - normal distribution, 271
 - population, 270
 - questionnaire design, 272–273
 - random errors, 271
 - response bias, 271
 - sampling, 270–272
 - selection bias, 271
- Market segmentation, 73–81
 - decision-making units and, 79–80
 - defined, 23, 24, 76
 - examples:
 - real estate, 19, 78
 - VIP segment, Trump Casinos and Resorts, 74
 - failure to target markets, 73–75
 - marketing research, 268
 - marketing strategy and, 75–76, 80–81
 - as people versus products/services, 80
 - segment characteristics, 77, 80
 - segment identification analysis, 77–78
 - targeted strategies, 81
 - types of market segments, 86–88
- Market segment selection, 76, 82–90
 - Boston Consulting Group (BCG) system, 84–85
 - Cash Cows, 87–88
 - criteria, 83–84
 - customer communications and, 155, 156–157
 - dimensions of attractiveness and relative ability, 85
 - Dogs, 88
 - examples:
 - real estate, 85–86, 87, 89, 90
 - Trump Place on Manhattan’s Upper West Side, 83
 - failure to target customers, 27
 - guerrilla marketing and, 241, 242–243
 - Problem Children, 86–87
 - relative ability versus attractiveness, 87
 - rethinking, 294, 296, 297
 - Segment Selection Analysis, 85
 - Segment Selection Chart, 87–89
 - Stars, 86
 - strategy component, 18, 22
 - systems for, 84–85
- Marlboro, 106, 191
- Marriott, 41, 137
- MasterCard, 20, 46, 107
- Master Care Auto Service, 139
- Mature markets, 190
- McDonald’s, 106, 107, 243
- McDowell, Virginia, 144
- McKinsey, 84
- Media:
 - advertising, 167, 173–175, 183
 - brochures/manuals, 183
 - contact points, 182–184
 - controlled versus uncontrolled, 211
 - cost per customer (CPS), 174

INDEX

- Media (*Continued*)
 - coverage, 174
 - dealing with the press, 211–212
 - décor, 184
 - flexibility, 174
 - identifiers, 182–184
 - in-use, 183
 - marketing research, habits, 268
 - motor vehicles, 173, 184
 - packaging, 183
 - presentation, 174
 - public relations, 211–214
 - reduced effectiveness, 190
 - sales promotion, 190, 192
 - selectivity, 174
 - signs, 183
 - spokesperson, 184
 - stationery, 183
 - timing, 174
 - types of, 174
 - uniforms, 184
 - unusual, 245
 - web site, 184
- Medications, advertising, 169
- Message:
 - advertising, 167, 171–173
 - approach and style, 172–173
 - content, 171–173
 - criteria, 173
 - communications, 154, 159–160
 - identifiers, 182, 183
 - Internet, 218–219
 - sales promotion, 191–192
- Microsoft, 106
- “Moments of truth,” 139
- Motel 6, 23
- Motor vehicles, advertising/identifiers, 173, 184
- Mountain Dew, 46
- Mousetrap, better; marketing version, 166–167
- Moving average, 282
- Mrs. Fields’s cookies, 180
- Naming new product/service, 185–188
- NASCAR, 208
- Neckwear, 66
- Needs, researching, 268
- Neiman-Marcus, 23
- Nestlé, 247
- News, creating, 210
- Newsletters, 213–214
- New York City:
 - subway system, public address system, 138
 - Trump Building, 40 Wall Street, New York, 186
 - Trump International Hotel & Tower, 8–9, 16–17, 117, 133
 - Trump Place, Manhattan’s Upper West Side, 83
 - Trump World Tower, 5
- Nintendo, 71
- Nokia, 46, 106, 240
- Non-response bias, 271
- Non-selection bias, 270–271
- Nordstrom’s, 137
- Normal distribution, 271
- Northrup Tigershark fighter aircraft, 9, 144
- Northwest Mutual Life Insurance, 159
- Objectives:
 - advertising, 167, 168, 170–171
 - business, 18, 50–51, 157–159
 - communications, 155
 - contribution/pricing, 234–235
 - forecasting, 280
 - hierarchy of; customer satisfaction, 132, 134
 - identifiers, 181–182
 - Internet/web sites, 219–220
 - marketing plan, 291
 - promotions, 191, 192, 193
 - public relations, 209–210
 - sales, 199, 200–202
- Olympic Games, 159
- Opinions, influencing, 210
- Opportunities matrix (Boston Consulting Group), 84–85
- Cash Cows, 87–88
- Dogs, 88

INDEX

- Problem Children, 86–87
- Stars, 86
- Organization:
 - capabilities of, 57–64
 - COPS model, 136–137
- P(s), Four, 10–11
- Packaging, 181, 183
- Panke, Helmut, 111
- Passion:
 - for perfection, 136
 - Trump on need for, 3
- Penetration strategy, 231, 232
- Perceived value, 12–13, 37–47
 - analysis of, 32–35
 - competition and, 42–44
 - components of, 31–35
 - customer satisfaction and, 140
 - defined, 12
 - design and, 153
 - dry-cleaning example, 32–35, 46–47
 - estimating, 233
 - increasing, 45–46
 - managing with strategy and tactics, 12–13
 - marketing defined as management of, 13, 37
 - marketing research and, 268
 - market segment variation, 13
 - measuring, 39–42
 - direct customer response, 40
 - indirect customer response, 40–42
 - subjective estimate of, 42
 - value-in-use, 39–40
 - positioning and, 101–102
 - power of (Trump International Hotel & Tower, Chicago), 38
 - pricing and, 37, 230, 231, 233
 - strategic themes and, 42–45
- Perceptual map, 161
- Performance, benefit, 46
- Perry, James B., 28
- Personal messages to clients on holidays/birthdays, 245
- Personal selling. *See* Sales strategy (personal selling)
- Peters, Tom, 136
- Pfizer, 46
- Phillips-Van Heusen Corporation, 66
- Piano bars in aircraft 747, 62
- Pillsbury, 191
- Pizza Hut, 71
- Planning, 289–297
 - adding benefits, 294, 296
 - analyses, 292, 293
 - communicating importance of benefits, 294, 296
 - example, restaurant, 296–297
 - finding powerful position, 293–297
 - growth, 121
 - improving capabilities, 294, 296
 - improving marketing programs, 294, 296
 - improving positioning and strengthening product/market strategy, 294
 - key planning assumptions (KPAs), 23, 65, 71–72
 - process, 292
 - redoing situation analysis, 294
 - resegmenting entire market, 294, 297
 - retargeting, 294, 296
 - worksheet, 291
- Plumbing, guerrilla advertising, 245
- Poker, market selection criteria, 83–84
- Polaroid's Polavision, 9, 144
- Political/regulatory trends, 67, 71
- Population (in statistics), 270
- Porter, Michael, 43, 66
- Positioning, 91–102
 - benefit advantage, 95, 99–100
 - capabilities, evaluating, 98–99
 - competitive advantage, 95–100
 - analysis, 96–98
 - identifying, 99–100
 - none, 100
 - components, 93–96
 - customer communications, 159
 - defined, 93
 - determining, 101, 293–297
 - evaluating, 100–101

INDEX

- Positioning (*Continued*)
- examples:
 - Donald J. Trump ringtones, 290
 - Donald Trump, *The Fragrance*, 92
 - real estate, 96, 97–100, 101
 - Trump International Hotel & Tower, 8–9
 - guerrilla, 243
 - importance of, 18, 19, 22, 91
 - improving, 294
 - Internet, 223
 - marketing plan, 290, 291, 293–297
 - perceived value and, 101–102
 - target competitors, 94–95, 100–101
 - target decision-making unit (DMU)
 - members, 94, 100–101
 - Three Ss (sufficient/superior/sustainable), 98
 - worksheet, 94
- Post, Marjorie Merriwether, 59
- Potential, market, 279–280
- Potential customers, 35
- Potential entrants, competitive environment, 67, 68, 69
- Press releases, 212, 247
- “Priceless” advertising campaign, 107
- Price/pricing, 228–239
 - assembling strategy for, 238–239
 - ceiling, 230
 - communication role of, 229
 - competitive parity approach to, 229
 - cost and, 228, 230, 231
 - cost-plus approach to, 230
 - determinants of, 231, 232
 - floor, 230
 - growth and, 128–129
 - guerrilla, 248–249
 - incentive to buy, 231
 - incremental cost per unit, 231
 - marketing research, 268
 - mechanism (how price works), 230–232
 - penetration strategy, 231, 232
 - perceived value and, 37, 230, 231
 - pressuring competition, 229
 - range of possibilities, 231
 - regulatory attention and, 229
 - resource allocation and, 229
 - roles of, 228–229
 - simplifying, 248–249
 - skimming strategy, 231, 232
 - soap example, 237–238
 - targeting with discounts, 249
 - target-return-on-investment approach to, 229–230
 - top/bottom lines and, 229
 - value capture, 228
 - Value/Cost approach, 232–237
 - variable margin per unit, 231
 - wars, low entry barriers and high exit barriers, 68
 - worksheet, 238
- Privacy policy, Internet, 223
- “Problem Children,” 86–87
- Process (COPS model), 138
- Procter & Gamble, 27, 135, 240
- Product(s):
 - as advertising focus, 172
 - groups, 20
 - marketing research, 268
 - new/related, 118
 - sales objective, by product /market, 201–202
 - Trump on importance of, 3–4
- Product/market strategy. *See* Strategy, product/market
- Product/service space, 148–153, 162, 163
- Profit:
 - change in, and change in sales and variable margin rate, 261
 - components, and communication action objectives, 169
 - customer satisfaction and, 134–135
- Programs, marketing:
 - planning, 291, 294, 296
 - strategy, 19, 22–24
- Promotion(s). *See also* Advertising; Sales promotion:
 - guerrilla, 246–247
 - marketing versus, 3–4
 - Trump on, and need for great product, 4

INDEX

- Prudential Insurance Company, Rock of Gibraltar logo, 109
- Psychological/emotional benefits, 29
- Public relations, 207–217
 - advantages of, 207–208
 - assembling strategy, 217
 - beauty salon example, 215–216
 - brand and, 210
 - buzz, 210
 - components, 209
 - controlled media versus uncontrolled media, 211
 - crisis management, 210, 214
 - dealing with the press, 211–212
 - disadvantages, 208–209
 - effort, 214–215
 - events, 213
 - exhibits, 213
 - guerrilla, 247
 - investors and, 210
 - lead generation, 210
 - media/methods, 211–214
 - news, 210
 - newsletters, 213–214
 - objectives, 209–210
 - opinion influence, 210
 - relationship development, 210
 - target audiences, 209
 - value and, 210
 - worksheet, 216
- Quality, 33–34
- Questionnaire:
 - art association example, 274, 275–277
 - design of, 272–273
 - sample, 274, 275–277
- Ralph Lauren, 107
- Random errors/sampling, 269–271
- RCA VideoDisc, 9, 144
- Real estate examples:
 - association audit, 112–113
 - brand, 112–113
 - capabilities evaluation, 99
 - Competitive Advantage Chart, 96, 97
 - market research, analyzing data, 273
 - positioning, 96, 97, 99–100, 101
 - segment identification/selection, 78, 79, 85–86, 87, 89, 90
- Reeves, Rosser, 171
- Regression analysis using time, 282
- Regulatory attention, pricing and, 229
- Regulatory/political trends, 67, 71
- Relative ability dimension, 84, 85
- Reminders, use of, 127, 172
- Remnants, advertising, 246
- Resellers, 67, 70, 193, 268
- Resources:
 - capabilities and, 60
 - pricing, and allocation of, 229
- Response bias, 271
- Restaurant examples:
 - growth plan, 121
 - guerrilla marketing, 242–243
 - key planning assumptions, 72
 - marketing plan, 296–297
 - marketing strategy, 17–18, 20
 - positioning, 93
- Retention, customer, 127, 139, 140
- Return-on-investment (ROI) pricing, 229–230
- Return-on-sales (ROS) sales level, 259
- Rhino Entertainment, 290
- Ringtone, Trump, 290
- Risk, growth and, 119–121
- Ritchie, Guy, 208
- Ritz-Carlton, 23
- Rogers, Buck, 136
- Ross, George, 8, 16, 59
- S(s), Three, 98
- Sales/behavior funnel, 158, 170, 171
- Sales calls, marketing research, 268
- Sales levels, useful formulas for:
 - breakeven, 259, 261
 - frame store example, 260–261
 - shutdown, 259, 262
 - target profit, 259
 - target return-on-sales (ROS), 259
- Sales promotion, 189–197
 - accountability and, 190
 - advertising clutter versus, 190

INDEX

- Sales promotion (*Continued*)
 - assembling strategy, 195–196
 - brand proliferation and, 190
 - components, 190–193
 - consumer-oriented, 192
 - customer knowledge and behavior
 - and, 190
 - effort, 193–195
 - evaluating promotion budget, health club example, 194–195
 - growth of, reasons for, 189–190
 - mature markets and, 190
 - media or method, 192–193
 - message, 191–192
 - objectives, 191, 192
 - reduced media effectiveness and,
 - 190
 - resellers and, 190
 - shorter-term focus, 190
 - trade-oriented, 193
 - worksheet, 196
- Sales strategy (personal selling),
 - 198–206
 - assembling, 205–206
 - compensation, 205
 - components, 199, 200
 - cost of personal selling versus Internet marketing, 220
 - effort allocation, 199, 202,
 - 203–204
 - information, 205
 - materials, 205
 - objectives, 199, 200–202
 - sales manager, 199
 - selling strategy, 199, 204
 - support, 199, 205
 - time as key resource, 198
 - worksheet, 206
- Sampling, 269–272
- Samsung, 46
- SAS, 139
- Sears, 110
- Segments. *See* Market segmentation;
Market segment selection
- Selection bias, 271
- Selectivity, advertising, 174
- Selling:
 - AIDA model (attention/interest/
desire/action), 204
 - guerrilla, 246
 - personal (*see* Sales strategy (personal
selling))
- Service, guerrilla, 244
- Shirts and neckwear/men's clothing, 66,
 - 107, 166
- Shisheido, 247
- Shutdown sales level, 259–260, 262
- Signs, as identifiers, 183
- Simons, Paul, 12
- Singer, 121
- Situation Analysis:
 - competitive axis:
 - current competitors, 67, 68
 - potential entrants, 67, 68, 69
 - substitute products or services, 67,
 - 68, 69
 - distribution chain:
 - end-users, 67, 70
 - resellers, 67, 70
 - suppliers, 67, 69–70
 - method, 66–70
 - rethinking, 294, 297
 - strategy and, 23, 24
 - trends, 70–71
 - demographic, 67, 71
 - economic, 67, 71
 - political/regulatory, 67, 71
 - social, 67, 71
 - technological, 67, 71
- Six Forces model, 66–67
 - current competitors, 67, 68
 - end-users, 67, 70
 - macro trends, 70–71
 - potential entrants, 67, 68, 69
 - resellers, 67, 70
 - substitute products or services, 67, 68,
 - 69
 - suppliers, 67, 69–70
- Skills:
 - capabilities, 60
 - training, 246
- Skimming strategy, 231, 232

INDEX

- Slice-of-life advertising, 172
- Small business marketing mistakes, 9–10
- Smirnoff, 109
- Soap examples:
 - advertising budget analysis, 176–177
 - communications analysis, 160–161
 - design analysis, 146–148
 - pricing, 237–238
 - product space, 148–150, 162, 163
 - segmentation, 151, 152, 153
- Social trends, 67, 71
- Southwest Airlines, 43, 44, 138
- Space, product/service, 148, 162, 163
- Spam, 223
- Speaker example, web site marketing, 222
- Spokesperson, 184
- “Stars,” 86
- Stationery, 183, 245
- Strategic aspects of marketing, three, 7
- Strategic business units (SBUs), 20
- Strategic themes (cost/value), 42–45
- Strategies, hierarchy of, 20–22
- Strategy, product/market, 14–25. *See also*
 - Sales strategy (personal selling)
 - business objectives, 18
 - capabilities and, 58
 - components, 18–20
 - COPS model, 139
 - corporate/organization strategy, 20
 - developing, 23–24, 25
 - forecasting and, 24, 278, 279
 - Four Ps model, 10–11
 - matrix, 43
 - one-page summary, 14, 15
 - overview diagram, 24
 - people, 7
 - positioning, 7, 19 (*see also* Positioning)
 - programs, 19, 22–24
 - restaurant example, 17–18
 - role of, 22
 - segmentation, 23, 24, 80–81 (*see also* Market segmentation)
 - situation analysis, 23, 24
 - steps, 23
 - tactics versus, 10–11
 - targeting, 7, 18 (*see also* Market segment selection)
 - Three Cs model
 - (communicate/concentrate/coordinate), 15–17
 - Strengths and weaknesses, 59–61
 - “Stuck in the middle,” 43, 110
 - Style guide, name/logo, 113
 - Subjective estimate of perceived value, 42
 - Substitute products/services, 67, 68, 69
 - Sufficient (Three Ss), 98
 - Superior (Three Ss), 98
 - Suppliers, 67, 69–70, 268
 - Support, personal selling, 199, 205
 - Surveying customers, 138, 140, 272–277
 - Sustainable (Three Ss), 98
- Tactics/strategy, 7, 10–13
 - actions/decisions/responsibilities, 11
 - bias of Four Ps definition of marketing, 10–11
 - communications, 155
 - managing perceived value, 13
- Taj Mahal Casino Resort, 28, 74. *See also* Trump Casinos/Resorts
- Target competitors, 94–95, 294
- Target markets. *See* Market segment selection
- Target profit sales level, 259
- Target return-on-investment (ROI) pricing, 229–230
- Target return-on-sales (ROS) sales level, 259
- Technological trends, 67, 71
- Testimonials, 172
- Texas Instruments, DLP technology, 109, 110
- Thinly disguised contempt (TDC), 136
- Tigershark fighter aircraft, 9, 144
- Time as key resource, 198
- Timing, advertising, 174
- Top management support, and brand building, 113

INDEX

- Touch/contact points, 139, 155, 182–184
- Toyota, 84, 106, 240
- Trade:
 - merchandising, 193
 - power of, 190
 - promotions oriented to, 193
- Training, 137, 246
- Trends, 70–71
 - demographic, 67, 71
 - economic, 67, 71
 - marketing research, 268–269
 - political/regulatory, 67, 71
 - social, 67, 71
 - technological, 67, 71
- Trump, Donald:
 - on branding, 4, 5
 - “Donald effect,” 38
 - on importance of product, 3–4
 - on marketing, 3–6
 - on passion, 3
 - on promotion versus marketing, 3–4
- Trump branding, 4, 107
 - advertising, 166
 - competitive environment, 66
 - font consistency, 186
 - growth, 117
 - identifiers, 186
 - power of perceived value, 38
 - segmenting/targeting, 16–17, 74, 83
- Trump Building, 40 Wall Street, New York, 186
- Trump Casinos/Resorts, 28–29, 74, 144–145, 267–268
- Trump International Hotel & Tower, 4, 8–9, 16–17, 38, 117, 133
- Trump Marina, Atlantic City, 28
- Trump Place, Manhattan’s Upper West Side, 83
- Trump Plaza, Atlantic City, 28
- Trump Signature Collection, Donald J.:
 - eyewear, 125, 212
 - fragrance, 92, 181
 - label font, 186
 - men’s clothing, 66, 107, 166
 - ringtone, 290
 - watches, 49
- Trump Strategies for Real Estate* (Ross), 59
- Trump World Tower, New York, 5
- 20/20 rule, ARAMARK, 135
- Uniforms as identifiers, 184
- Unique Selling Proposition, 171–172
- United Airlines, 137
- United Services Automobile Association (USAA), 137, 138
- Universities, 20
- Up-selling, 127–128
- U.S. Airways, 44
- User, 31, 67, 70, 268
- Value:
 - actual/perceived, 102 (*see also* Perceived value)
 - competing on, 42
 - price capturing, 228
 - public relations providing, 210
- Value/Cost pricing approach, 232–237
 - step 1, estimating perceived value, 233
 - step 2, determining incremental cost per unit, 233–234
 - step 3, setting objective for overall contribution, 234–235
 - step 4, forecasting likely actions of competitors, 235–236
 - step 5, developing tentative product/market strategy and price, 236
 - step 6, evaluating financial consequences of price, 236–237
- Value-engineering, 128
- Value-in-use, 39–40
- Value theme, 42
- Variable/fixed costs, 256
- Variable margin rate, 231, 253, 257–259, 261
- Vehicles, motor, advertising/identifiers, 173, 184
- Verizon, 81, 84
- Vetoer, 31
- Victoria’s Secret, 107
- Videos, sending (as guerrilla advertising), 245
- Video technology, video rental store, 71

INDEX

- VIP customers, targeting, 74, 144–145
Virgin Atlantic, 175
Visa, 46, 50, 106–107
Volkswagen Beetle, 46
- Wal-Mart, 23
Warner Music Group, 290
Watch, Trump Signature Collection, 49
Web sites. *See* Internet marketing
- Wendy's, 139, 243
Westin Hotels and Resorts, 30
Wolfie's Grill, Sydney, Australia, 139
Woolworth in Australia, 12
- Xerox, 27, 135, 138
- Yankee Group, 81
Yellow Pages, 246