

GURUS ON MARKETING

SULTAN KERMALLY

Contents

| | Introduction | 1 |
|-----|--|----|
| | The relationship between strategy and marketing | 2 |
| | The influence of the gurus | 2 |
| | Heavyweight gurus | 4 |
| | Lightweight gurus | 7 |
| | Plan of the book | 9 |
| ONE | The fundamentals of marketing | 11 |
| | The evolution of marketing | 11 |
| | Key marketing concepts | 14 |
| | A to Z of marketing | 26 |
| TWO | Peter Drucker | 29 |
| | Why include him as a marketing guru? | 30 |
| | Where does Peter Drucker come in? | 33 |
| | The customer as the decision-maker | 35 |
| | What do marketing gurus and writers say about Drucker's contribution to marketing? | 37 |
| | Drucker's key publications | 41 |
| | At the feet of Peter Drucker: Lessons learnt | 41 |

| THREE | Theodore Levitt | 43 |
|-------|---|------------|
| | Marketing myopia | 43 |
| | Production Life Cycle | 48 |
| | Differentiation | 51 |
| | The globalisation of markets | 52 |
| | At the feet of Theodore Levitt: Lessons learnt | 56 |
| FOUR | Michael Porter | 5 7 |
| | Porter's Five Forces and marketing | 58 |
| | How to conduct competitors' analysis | 61 |
| | Porter's Value Chain and marketing | 64 |
| | Porter's generic strategies | 66 |
| | Differentiation and segmentation | 68 |
| | Porter's National Diamond | 69 |
| | Porter's key publications | 71 |
| | At the feet of Michael Porter: Lessons learnt | 72 |
| FIVE | Philip Kotler | 73 |
| | Kotler on marketing management | 73 |
| | Importance and nature of marketing | 74 |
| | Analysing the market environment | 80 |
| | Developing, testing and launching new products and services | 82 |
| | Kotler's perspective on strategic marketing | 85 |
| | Kotler's key publications | 86 |
| | At the feet of Philip Kotler: Lessons learnt | 87 |

| SIX | Tom Peters | 89 |
|-------|---|---|
| | Close to the customer | 90 |
| | Service obsession | 91 |
| | Quality obsession | 91 |
| | Nichemanship | 92 |
| | Listening to the customers | 92 |
| | Closing remarks: A controversy | 93 |
| | Peter's on marketing and marketing issues | 96 |
| | The pursuit of WOW! | 97 |
| | Service with soul | 98 |
| | Peter's key publications | 103 |
| | At the feet of Tom Peters: Lessons learnt | 103 |
| | | |
| | | |
| SEVEN | George Day | 105 |
| SEVEN | George Day Day on strategic marketing planning | 105 105 |
| SEVEN | * • | |
| SEVEN | Day on strategic marketing planning | 105 |
| SEVEN | Day on strategic marketing planning His contribution on market-driven strategy | 105 |
| SEVEN | Day on strategic marketing planning His contribution on market-driven strategy Why do some companies succeed at | 105 107 |
| SEVEN | Day on strategic marketing planning His contribution on market-driven strategy Why do some companies succeed at customer relationship management (and many fail)? | 105 107 112 |
| SEVEN | Day on strategic marketing planning His contribution on market-driven strategy Why do some companies succeed at customer relationship management (and many fail)? Day's conclusions | 105 107 112 114 |
| SEVEN | Day on strategic marketing planning His contribution on market-driven strategy Why do some companies succeed at customer relationship management (and many fail)? Day's conclusions The 'Red Queen' syndrome | 105 107 112 114 114 |
| SEVEN | Day on strategic marketing planning His contribution on market-driven strategy Why do some companies succeed at customer relationship management (and many fail)? Day's conclusions The 'Red Queen' syndrome Day's key publications | 105 107 112 114 114 116 |
| | Day on strategic marketing planning His contribution on market-driven strategy Why do some companies succeed at customer relationship management (and many fail)? Day's conclusions The 'Red Queen' syndrome Day's key publications At the feet of George Day: Lessons learnt | 105 107 112 114 114 116 117 |

| NINE | Thomas T. Nagle | 127 |
|--------|--|-----|
| | Nagle on pricing | 127 |
| | At the feet of Thomas Nagle: Lessons learnt | 131 |
| TEN | Gurus and strategic analytical tools | 133 |
| | Ansoff's Matrix | 133 |
| | Porter's Generic Competitive Strategies | 136 |
| | Boston Consulting Group – Product Portfolio Matrix | 136 |
| | General Electric Strategic Planning Matrix | 139 |
| | Shell Directional Policy Matrix | 141 |
| | SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis | 142 |
| | Scanning the external environment: (STEP) factors | 144 |
| | Scenario planning | 147 |
| | Benchmarking | 149 |
| ELEVEN | Further information | 151 |
| | Suggested reading | 151 |
| | Useful websites | 153 |
| | References | 154 |