

*second edition*

# **MARKETING STRATEGY AND PLANS**

**David J. Luck**  
*University of Delaware*

**O. C. Ferrell**  
*Texas A & M University*

TECHNISCHE HOCHSCHULE DARMSTADT
Fachbereich 1
<u>Gesamtbibliothek</u>
<u>Betriebswirtschaftslehre</u>
Inventar-Nr. : <u>37.386</u>
Abstell-Nr. : <u>A28/14/6</u>
Sachgebiete: <u>S.0</u>
<u>S.1.1</u>

00252850

**Prentice-Hall, Inc., Englewood Cliffs, New Jersey 07632**

# *Contents*

**PREFACE** xi

**ACKNOWLEDGMENTS** xv

## ***PART ONE INTRODUCTION*** **1**

**1 BASIC CONCEPTS AND SYSTEMS 1**

*Case 1-1 Mrs. Merkt's Shoo-fly Pies 26*

*Case 1-2 Downtown YWCA 27*

***PART TWO STRATEGIC  
DECISIONS AND THEIR  
INTEGRATION***

**30**

**2 CORPORATE DECISIONS 30**

*Case 2-1 Teledyne, Inc. 52*

*Case 2-2 Continental Group, Inc. 57*

*Case 2-3 BIC Corporation 65*

**3 ANALYTICAL METHODS FOR STRATEGIC  
DECISIONS 71**

*Case 3-1 Lynch and Reynolds, Inc. (A) 94*

**4 BUSINESS UNIT DECISIONS 113**

*Case 4-1 Honeywell Information Systems 133*

*Case 4-2 Gillette Company 137*

*Case 4-3 Lynch and Reynolds, Inc. (B) 148*

**5 MARKETING DECISIONS 150**

*Case 5-1 American Safety Razor  
Company (A) 172*

*Case 5-2 RCA Corporation, Mobile  
Communication Systems Division (A) 180*

***PART THREE ENVIRONMENTAL  
VARIABLES IN STRATEGY  
DECISIONS***

**188**

**6 MARKET DECISIONS 188**

*Case 6-1 Susie's Warehouse 212*

**7 COMPETITION AND MARKETING STRATEGY 221**

*Case 7-1 Colgate-Palmolive Company 238*

*Case 7-2 Abbott Laboratories 241*

*Case 7-3 Kelso Products, Inc. 245*

**8 TECHNOLOGICAL AND ENVIRONMENTAL  
DECISIONS 253**

*Case 8-1 RCA Corporation, Mobile*

*Communication Systems Division (B) 269*

*Case 8-2 Rival Manufacturing Company 270*

***PART FOUR PRODUCT/MARKET  
UNIT STRATEGIES***

**273**

**9 DEVELOPING PRODUCTS' STRATEGIES 273**

*Case 9-1 Dev Industries 298*

*Case 9-2 RCA Corporation, Mobile*

*Communication Systems Division (C) 302*

**10 INTRODUCTION AND GROWTH STRATEGIES 304**

*Case 10-1 Perdue, Incorporated 331*

**11 MATURITY AND DECLINE STRATEGIES 343**

*Case 11-1 Pittway Corporation 364*

***PART FIVE MARKETING MIX  
DECISIONS***

**367**

**12 PRODUCT 367**

*Case 12-1 American Safety Razor  
Company (B) 382*

**13 PRICE 383**

*Case 13-1 Eastern Airline's Unlimited Mileage  
Fare 401*

**14 PROMOTION 414**

*Case 14-1 Computer Boutique 443  
Case 14-2 Ralston Purina Company 442*

**15 DISTRIBUTION 445**

*Case 15-1 Levi's for Feet 462*

***PART SIX APPLYING  
THE STRATEGIC PROCESS***

**466**

**16 THE MARKETING PLAN 466**

*Case 16-1 Charmers, Inc. (A) 490  
Case 16-2 Charmers, Inc. (B) 495*

**17 IMPLEMENTATION AND CONTROL 502**

*Case 17-1 Charmers, Inc. (C) 519*

**ADDITIONAL CASES 525**

*Case A Bloomington Bank and Trust Co. 525*

*Case B Baltimore-Washington International  
Airport 540*

*Case C Public Service Company of New  
Mexico 556*

**SUGGESTED READINGS 570**

**NAME INDEX 578**

**SUBJECT INDEX 584**