



David W. Cravens

Charles W. Lamb Jr.

Victoria L. Crittenden

# Strategic Marketing Management

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# STRATEGIC MARKETING MANAGEMENT CASES

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SIXTH EDITION

# STRATEGIC MARKETING MANAGEMENT CASES

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**David W. Cravens**  
**Charles W. Lamb, Jr.**

*M. J. Neeley School of Business  
Texas Christian University*

**Victoria L. Crittenden**

*The Wallace E. Carroll School of Management  
Boston College*



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To Our Children:

Karen Cravens

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# PREFACE

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The sixth edition of *Strategic Marketing Management Cases* focuses on the changing role of marketing in the organization as we enter the 21st century. This edition has been substantially revised to reflect marketing management priorities in the decade ahead. The section headings, reflecting these priorities, are as follows:

- Market-Driven Strategy
- Market Orientation and Organizational Learning
- Growth Strategies
- Market Target Strategies
- Marketing Relationship Strategies
- Marketing Program Development
- Planning, Organizing, and Implementing Marketing Plans and Assessing Performance

This edition incorporates several new cases that address marketing management issues that promise to be important in the rapidly changing business environment. At the center of these changes is the substantial adoption of market-driven, customer-oriented strategies by many organizations. Importantly, there is mounting evidence from business practice and academic research that market-oriented companies perform better than those that are not market-oriented.

Several major features are included in the sixth edition:

- We continue the versatile, flexible paperback format to meet the rapid changes in curricula at both the undergraduate and graduate levels.
- Two-thirds of the cases in this edition are new or revised.
- Cases reflect the workplace of the late 1990s by featuring women as case protagonists in over 25 percent of the situations. The goal is to influence the marketing curriculum at the core of the learning process by portraying women in top management positions.
- Over 40 of the 45 situations described in the cases in this edition took place in the 1990s, some as recently as 1997.
- Twelve video cases are included in this edition, responding to the high interest



generated by the videos included in the last edition. Another video available in libraries is noted in the *Instructor's Manual*.

- Substantial emphasis continues on international marketing decisions facing managers. Cases in this edition focus on situations in Canada, India, Ireland, Japan, Mexico, the Philippines, Trinidad, Western and Eastern Europe, and Zimbabwe.
- Instructors are provided data files that contain numerical exhibits from cases in this edition. Data files are available on Excel spreadsheet format.
- Transparency masters have been included in the *Instructor's Manual* to assist in the development of lectures regarding the case method and to introduce the various sections of the book. These masters are also available as PowerPoint slides.

Many instructors prefer that students focus their case analyses on the time frame and situation described in the case. However, Web information may be useful as a follow-up to the class discussion of the case. The *Instructor's Manual* lists Web addresses for 25 of the cases.

We have also retained key features from previous editions.

- The cases illustrate marketing problems and decisions faced by large, medium-sized, and small organizations, goods and services marketers, manufacturers and channel intermediaries, business and consumer products firms, profit and nonprofit organizations, and domestic, foreign, and multinational companies.
- The selection of cases includes a balance of short, medium-length, and long cases.
- Over half of all cases include some form of quantitative data, most frequently financial information.
- Situations described in this edition do not fall neatly into individual marketing mix categories. Rather than organize the book around the four P's (product, place, price, and promotion), we have chosen section classifications that more realistically reflect the types of decisions frequently encountered by marketing managers in the late 1990s.
- The *Instructor's Manual* continues to provide detailed, comprehensive analyses and supporting materials for each case. Several teaching notes include epilogues describing actions taken by the organization and/or how it has fared since the case was prepared. Suggestions for course design are also included in the *Instructor's Manual*.
- To meet the teaching/learning preference of instructors who wish to use the case analysis process described in detail in the Appendix, a substantial portion of the teaching notes follow this format. The discussion questions are not listed at the end of the cases so instructors can assign questions in advance or raise them during case discussions.

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