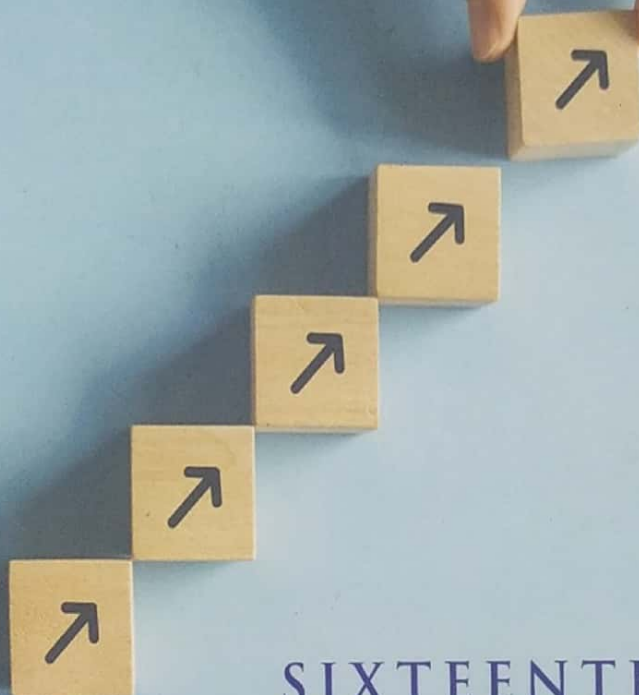


Circulation of this  
edition outside the  
Indian subcontinent is  
**UNAUTHORIZED**



INDIAN CASE STUDIES  
16 CHAPTER  
OPENING CASES  
29 IN-TEXT CASES  
12 MARKETING  
SPOT LIGHT

SIXTEENTH EDITION

# MARKETING MANAGEMENT

PHILIP KOTLER

KEVIN LANE KELLER

ALEXANDER CHERNEV

JAGDISH N. SHETH


G. SHAINESH

658.8

K8487 Ma,16



271693

 Pearson

SIXTEENTH EDITION

# Marketing Management

**Philip Kotler**

Northwestern University

**Kevin Lane Keller**

Dartmouth College

**Alexander Chernev**

Northwestern University

**Jagdish N. Sheth**

Emory University

**G. Shainesh**

IIM Bangalore

 **Pearson**

K 8487

Ma, 16

Although the author and publisher have made every effort to ensure that the information in this book was correct at the time of editing and printing, the author and publisher do not assume and hereby disclaim any liability to any party for any loss or damage arising out of the use of this book caused by errors or omissions, whether such errors or omissions result from negligence, accident or any other cause. Further, names, pictures, images, characters, businesses, places, events and incidents are either the products of the author's imagination or used in a fictitious manner. Any resemblance to actual persons, living or dead or actual events is purely coincidental and do not intend to hurt sentiments of any individual, community, sect or religion.

In case of binding mistake, misprints or missing pages etc., the publisher's entire liability and your exclusive remedy is replacement of this book within reasonable time of purchase by similar edition/reprint of the book.

Microsoft and/or its respective suppliers make no representations about the suitability of the information contained in the documents and related graphics published as part of the services for any purpose. All such documents and related graphics are provided "as is" without warranty of any kind. Microsoft and/or its respective suppliers hereby disclaim all warranties and conditions with regard to this information, including all warranties and conditions of merchantability, whether express, implied or statutory, fitness for a particular purpose, title and non-infringement. In no event shall Microsoft and/or its respective suppliers be liable for any special, indirect or consequential damages or any damages whatsoever resulting from loss of use, data or profits, whether in an action of contract, negligence or other tortious action, arising out of or in connection with the use or performance of information available from the services.

The documents and related graphics contained herein could include technical inaccuracies or typographical errors. Changes are periodically added to the information herein. Microsoft and/or its respective suppliers may make improvements and/or changes in the product(s) and/or the program(s) described herein at any time. Partial screen shots may be viewed in full within the software version specified.

Microsoft® and Windows® are registered trademarks of the Microsoft Corporation in the U.S.A. and other countries. This book is not sponsored or endorsed by or affiliated with the Microsoft Corporation.

Acknowledgments of third-party content appear on the appropriate page within the text.

PEARSON, ALWAYS LEARNING, and REVEL are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

Unless otherwise indicated herein, any third-party trademarks, logos, or icons that may appear in this work are the property of their respective owners, and any references to third-party trademarks, logos, icons, or other trade dress are for demonstrative or descriptive purposes only. Such references are not intended to imply any sponsorship, endorsement, authorization, or promotion of Pearson's products by the owners of such marks, or any relationship between the owner and Pearson Education, Inc., or its affiliates, authors, licensees, or distributors.

Authorized adaptation from the United States edition, entitled Marketing Management, 16th Edition, ISBN 978-0-13-588715-8 by Kotler, Philip; Keller, Kevin Lane; Chernev, Alexander, published by Pearson Education, Ltd., Copyright © 2021.

Indian Subcontinent Adaptation  
Copyright © 2022 Pearson India Education Services Pvt. Ltd

This book is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, resold, hired out, or otherwise circulated without the publisher's prior written consent in any form of binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser and without limiting the rights under copyright reserved above, no part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise), without the prior written permission of both the copyright owner and the publisher of this book.

ISBN 978-93-560-6266-5

First Impression, 2022  
Third Impression, 2023  
Fourth Impression



Jawaharlal Nehru University  
Accession No. 271693  
Source: DSP Pub & Distributors  
Bill No. & Date: 656-29-1-2024  
Price: Rs. 13.00 - 00  
Centre/School: ABVSMGE  
Accessioned by: SV  
Catalogued by:

This edition is manufactured in India and is authorized for sale only in India, Bangladesh, Bhutan, Pakistan, Nepal, Sri Lanka and the Maldives. Circulation of this edition outside of these territories is UNAUTHORIZED.

Published by Pearson India Education Services Pvt. Ltd, CIN: U72200TN2005PTC057128.

Head Office: 1st Floor, Berger Tower, Plot No. C - 001A/2, Sector - 16B, Noida 201301 U.P., India.  
Registered Office: Featherlite, 'The Address' 5th Floor, Survey No 203/10B, 200 Ft MMRD Road, Zamin Pallavaram, Chennai - 600044  
Website: in.pearson.com, Email: companysecretary.india@pearson.com

Printed in India by MP Printers, Noida 201305

658.8  
K8487 Ma,16  
271693

## Words of endorsement from scholars and leaders...

Businesses are undergoing massive digital transformations and disruptions. In their book, Dr. Sheth and Dr. Shainesh provide a comprehensive and contemporary guide to cope with such challenges. With a focus on South Asia, the book is a wonderful collection of insights and perspectives from the world-renowned marketing guru, Prof. Philip Kotler. It is a must-read for marketing professionals who want to cultivate impactful leadership for a better world.

**Dr. Dipak C. Jain**

*President (European) & Professor of Marketing – CEIBS  
Dean - Kellogg School of Management (2001-09) and Dean – INSEAD (2011-13)*

The authors provide in-depth marketing perspectives from a growth market lens to cover the role of technology and digital media as well as traditional channels in the dynamic marketplace. The text is rich in frameworks and case studies that enable both design and implementation of proactive marketing strategies.

**Dr. Rajendra Srivastava**

*Novartis Professor of Marketing and Innovation and Dean (2016-21) – Indian School of Business*

This Indian adaptation of Philip Kotler's classic textbook will help students and managers learn the principles and applications of marketing management. Its analytical approach and managerial orientation will augment learning. The concepts, frameworks and contemporary examples of several Indian brands will provide the foundation to succeed in the emerging hyper-competitive market environment.

**Harsh Mariwala**

*Chairman – Marico Ltd.*

The South Asian adaptation of Kotler's classic text is a timely, much-needed contribution to marketing educators, students, and practitioners. It preserves the bedrock marketing principles from previous editions. At the same time, it re-examines and augments those principles from a fresh, forward-looking perspective, particularly vis-à-vis the growing impact of globalization, digitization and corporate social responsibility on marketing decisions.

**Dr. A. Parasuraman**

*Emeritus Professor of Marketing & James W. McLamore Chair Emeritus – University of Miami and  
Mentor – AIM-Parasuraman Centre for Service Excellence, Jagdish Sheth School of Management (JAGSoM)*

'Marketing Management' continues to be the seminal book on the subject and, in its 16th edition, is the best example of what it quintessentially embodies - how to remain relevant and differentiated in an increasingly noisy and competitive world. With illustrations and case studies covering various products and service domains, it refreshes and reinforces why marketing continues to be the driver of value creation for businesses.

**Vinita Bali**

*Strategy Adviser & Independent Director  
Former MD & CEO, Britannia*

This book incorporates the realities of the post-pandemic era and the impact of the 4<sup>th</sup> Industrial Revolution in the marketing domain. Readers will develop a better understanding of the emerging business realities in South Asia. A must-read for all marketers.

**Dr Harivansh Chaturvedi**

*Director, Birla Institute of Management Technology*

MBA students will enjoy learning from this South Asian adaptation of the classic book 'Marketing Management'. Examples of successful Indian brands and themes like business model design and socially responsible marketing make this edition very contemporary.

**Sameer Suneja**

*Global CEO, Perfetti Van Melle Group B.V., Amsterdam*

The two distinguished scholars, Prof. Jagdish Sheth and Prof. G. Shainesh, have leveraged their rich experience in marketing to adapt a "bible": Philip Kotler's 'Marketing Management' to the South Asian market. I strongly feel it will offer significant learning on global marketing practices. Contemporary Indian cases will make it extremely useful to management students and faculty.

**Dr. Rajan Saxena**

*Former Vice-Chancellor, NMIMS (Deemed University) and Distinguished Professor of Marketing, NMIMS (2009–2020)*

The 16th edition of the marketing bible "Marketing Management" is now even more impactful, especially for Indian students. With rich case studies from India covering the fast-changing marketplace and a focus on areas like digital, e-commerce, and social media, it truly continues to be the holy grail of marketing.

**Manish Tiwary**

*VP & Country Manager, Amazon.in*

This best-selling marketing textbook builds on the authors' deep scholarship and practical insights. New concepts and frameworks, along with several examples, will enhance the understanding of the entire value delivery process for business growth.

**Dr. Amit Mookerjee**

*Professor and Head, University School of Management and Entrepreneurship, Director, East Campus, Delhi Technological University*

Wonderful effort from the authors! Timely revision to an all-time classic. Local examples and case studies will be of particular relevance to students; a must-read for any MBA graduate in India.

**Dr. S. Bharadhwaj**

*Dr. Bala V and Vasantha Balachandran Chair Professor of Marketing, Great Lakes Institute of Management*

Marketing Management's enduring appeal as one of the best business books lies in its comprehensive coverage and evolution. The 16th edition will be an important guide for students and managers as it incorporates the latest developments in concepts and practices while showcasing several leading and new-age Indian brands.

**Neelesh Garg**

*MD & CEO, Tata AIG General Insurance Co Ltd.*

This book offers a plethora of case studies and examples of brands & organizations that operate in India. These insights coupled with the conceptual foundations of marketing management, make it an essential reading for MBA students as well as experienced practitioners.

**Dr. Moutusy Maity**

*Professor of Marketing and Dr. Ishwar Dayal Chair for Futuristic Issues in the Behavioral Sciences, Indian Institute of Management Lucknow*

This edition encapsulates the interdisciplinary role of marketing in the realm of globalization & digitization through new-age technologies, data analytics, social media, and sustainability. The authors unpack these key themes in a systematic manner with real-life case studies of leading Indian brands. This is a must-read book for all learners and practitioners

**Prof. Dr. Uday Salunkhe**

*Group Director, WeSchool*

The book has been written keeping the Indian students in mind and it captures the cases, illustrations and anecdotes from across Indian corporate. The book helps the students of management in forming a clear perspective on various marketing concepts with reference to India as well as globally. This book is a must have for every student and teacher of marketing in India.

**J. Mahendra Reddy**

*Vice Chancellor (Incharge), ICFAI Foundation for Higher Education*

Scanned with CamScanner

# Brief Contents

Preface xvii

<b>PART 1</b>	<b>Fundamentals of Marketing Management</b>	<b>2</b>
chapter 1	Defining Marketing for the New Realities	2
chapter 2	Marketing Planning and Management	30
<b>PART 2</b>	<b>Understanding the Market</b>	<b>56</b>
chapter 3	Analyzing Consumer Markets	56
chapter 4	Analyzing Business Markets	84
chapter 5	Conducting Marketing Research	106
<b>PART 3</b>	<b>Developing a Viable Market Strategy</b>	<b>126</b>
chapter 6	Identifying Market Segments and Target Customers	126
chapter 7	Crafting a Customer Value Proposition and Positioning	148
<b>PART 4</b>	<b>Designing Value</b>	<b>170</b>
chapter 8	Designing and Managing Products	170
chapter 9	Designing and Managing Services	192
chapter 10	Building Strong Brands	218
chapter 11	Managing Pricing and Sales Promotions	248
<b>PART 5</b>	<b>Communicating Value</b>	<b>272</b>
chapter 12	Managing Marketing Communications	272
chapter 13	Designing an Integrated Marketing Campaign in the Digital Age	292
chapter 14	Personal Selling and Direct Marketing	316
<b>PART 6</b>	<b>Delivering Value</b>	<b>334</b>
chapter 15	Designing and Managing Distribution Channels	334
chapter 16	Managing Retailing	358
<b>PART 7</b>	<b>Managing Growth</b>	<b>384</b>
chapter 17	Driving Growth in Competitive Markets	384
chapter 18	Developing New Market Offerings	410
chapter 19	Building Customer Loyalty	432
chapter 20	Tapping into Global Markets	456
chapter 21	Socially Responsible Marketing	480

Endnotes 503

Glossary 569

Name Index 577

Company, Brand, and Organization Index 579

Subject Index 587