

Index

- Alchian, A.A., 24, 29
Alhadeff, D.A., 8, 13, 14, 30, 54, 105
alpine, 249
approach behaviour, *see also* avoidance
behaviour, escape behaviour
and operational definitions and
measures, 14, 32, 38, 52–3, 54–5,
59, 60–62, 71, 74, 82, 88, 92, 97,
104, 105, 111, 112, 117–18, 120,
256, 289–93
a definition of, 59
as research propositions, 54–5
as response class, 59, 109
in consumer behaviour, 14, 32
in firm behaviour, 38, 52–3, 59,
60–62
shaping and maintaining incidence
of
consumer behaviour approach,
104, 112
intermediary approach, 86, 105,
111, 112, 114
manufacturer approach, 114
strength of, 71, 74, 88, 97, 105, 120
structure of approach
manufacturer approach and
escape/avoidance in
manufacturer↔distributor
relationships,
structure of approach
behaviour by
manufacturers towards
distributors, 290
distributor approach and escape/
avoidance behaviour
by distributors in
manufacturer↔distributor
relationships,
structure of approach behaviour
by distributors towards
manufacturers, 290
manufacturer approach and
escape/avoidance behaviour
in manufacturer↔retailer
relationships,
structure of approach behaviour
by manufacturers towards
retailers, 292
retailer approach and escape/
avoidance behaviour in
manufacturer↔retailer
relationships,
structure of approach
behaviour by retailers
towards manufacturers,
293
topography of approach, *see*
structure of approach
using the marketing mix to
strengthen or encourage
approach, 38, 54, 62
Armstrong, G., 36, 39, 57, 63
Arntzen, E., 31, 39, 103, 104, 118
Atkinson, P., 46
avoidance behaviour *see also* approach
behaviour, escape behaviour
and operational definitions and
measures, 14, 32, 38, 52–3, 54–5,
59, 60–62, 65, 92, 109, 111, 119,
289–93
a definition of, 65
as research propositions, 54–5
as response class, 59, 109
in consumer behaviour, 14, 32
in firm behaviour, 37, 52–3, 59,
60–62
proscription of avoidance, 105
structure of avoidance
manufacturer approach and
escape/avoidance in
manufacturer↔distributor
relationships,

- structure of escape or avoidance behaviour by manufacturers away from distributors, 289
- structure of escape or avoidance behaviour by manufacturers away from ex-dedicated distributors, 290
- distributor approach and escape/avoidance behaviour by distributors in manufacturer↔distributor relationships,
 - structure of escape or avoidance behaviour by distributors away from manufacturers, 290
 - structure of escape or avoidance behaviour by distributors away from Birds Eye Wall's, 290
 - structure of escape or avoidance behaviour by distributors away from Birds Eye Wall's rivals, 291
- manufacturer approach and escape/avoidance behaviour in manufacturer↔retailer relationships,
 - structure of escape or avoidance behaviour by manufacturers away from retailers, 291–2
- retailer approach and escape/avoidance behaviour in manufacturer↔retailer relationships,
 - structure of escape or avoidance behaviour by retailers away from manufacturers, 292
 - structure of escape or avoidance behaviour by retailers away from Birds Eye Wall's, 292–3
- topography of avoidance, *see* structure of avoidance
- using the marketing mix to weaken or discourage avoidance, 37, 54, 62
- Babbie, E. 44
- Barnes, J.G. 22
- Baum, W.M. 2, 4, 30, 41, 42, 50, 57
- behaviour analysis, *see also* consumer behaviour analysis, firm behaviour analysis, *and* case study, 41, 43, 45, 123
- behaviour
 - as a physical natural event, 40
 - consumer behaviour, *see* consumer behaviour *and* consumer behaviour, an operant interpretation
 - economic behaviour, *see* economic behaviour *and* economic behaviour, an operant interpretation
 - marketing behaviour, *see* marketing behaviour *and* marketing behaviour, an operant interpretation
 - proscription, 113
- behaviour event *see* stimulus or event
- behaviour settings,
 - a definition of, *see also* antecedent stimuli *and* scope stimuli, 57
 - in conceptual and analytical frameworks, 38, 53
 - in research propositions, 55–6
 - in the behavioural perspective model, 32–3
 - and operant classes of behaviour, 33
 - in sub-research questions, 132–5
 - scope and scope for behaving, 6, 9–13, 17–22, 23, 27, 37, 52, 54, 57, 94
 - characteristics of closed settings, 60–61
 - management, 15, 24, 62, 92, 119, 128, 136
 - qualification and management, 12, 28, 60–61, 64, 86, 109–13, 116, 118–20, 122
 - closed settings and setting closure, 19, 25–7, 31, 34, 77, 80, 93, 94, 100–102, 105, 109, 117, 120, 174, 175
 - open settings, 32, 52, 60, 75, 100, 256, 287

- types of behaviour settings
 - consumer behaviour setting, 9, 12, 18, 19, 27, 31, 32, 36, 37
 - managerial behaviour setting, 20, 37, 38, 53, 57, 74, 101, 102, 103, 117, 120, 121, 264, 267, 286–9
 - marketer behaviour setting, 20, 26, 38, 53
- Behavioural Perspective Model (BPM), 4, 5, 7, 12, 31–3, 39, 52–3
 - and the three-term contingency, 52–3
 - marketer-controlled stimuli, 31, 111
 - operant classes of consumer behaviour, 33
 - stimuli, learning history and a specific physical context, 31–2, 51
- Bell, E., 40, 42, 43, 50
- bilateral contingency *see* relationships as defined by the theory of the marketing firm
 - and economic transactions, 18
 - relationships, 18, 19, 21, 126
- Birds Eye Wall's, 47, 48, 66, 67, 68, 69, 70–110, 113, 114, 115, 116, 117, 119, 120, 123, 247–54, 256–7, 258, 259, 260–74, 285–92
- Blois, K., 29
- brand *see* marketing mix variables, product
- Bryman, A., 40, 42, 43, 50
- Buttle, F., 33, 111
- case evidence
 - antecedent stimuli
 - consumer demand, 84–5
 - manufacturer Performance History, 75–8
 - market dominance of Birds Eye Wall's, 74–5
 - regulatory intervention, 81
 - relationships as routes to market, 72–80
 - retail availability, penetration and market share, 79–81
 - aversive effects of Wall's Direct on BEW's distribution shares, 269
- brand market share by manufacturer
 - across retail sector, 260–62
- descriptive framework of empirically verifiable firm relationships, 118
- direct consequences of 1998
 - government intervention, 81–5
- franchising of Mobile Van Operators, 274
- The 1999 investigation, 85–100, 269–93
 - distributor responses: Ice Cream World, 100
 - freezer/outlet exclusivity retail
 - setting closure and managing patterns of reinforcement, 92–9
 - losses in sales by the ex-dedicated distributors, 269–70
 - managerial behaviour settings,
 - profitability opens the managerial behaviour setting, 75–6, 264, 286–8
 - topography of managerial behaviour setting in manufacturing firms, 286–7
 - topography of managerial behaviour setting in distribution firms, 287–8
 - topography of managerial behaviour setting in retailing firms, 288–9
 - managing distributor patterns of reinforcement and setting closure, 86–90
 - managing retailer reinforcement:
 - manufacturer terms to retailers, 90–92
 - Nestlé and Mars performance, 264
 - retailer terms offered by Birds Eye Wall's, 271–3
 - routes to market, 257–9
 - sales and advertising expenditure per manufacturer in £millions, 263
 - seasonality and its effects on ice-cream consumption, 255–6
 - structure (topography) of
 - approach, avoidance and escape, 289–93

- the competition proposition, 56
 - discussion on evidence for, 116
- the Reinforcement Management Proposition, 54–5
 - discussion on evidence for, 109–16
- the Scope Management propositions, 55
 - discussion on evidence for, 109–16
- research questions *see also* case study protocol,
 - central question, 3–4
- sub research questions, 127–35
- role of theory in, 43–4
- secondary data, the use of, 3, 43, 44–6
- statistical and theoretical
 - significance *see* case study generalisability
- statistical significance *see* case study generalisability
- subjective interpretations and
 - assessment, 46
- triangulation, 45
- units of analysis *see also* case study protocol, 3, 46–8
- validity and reliability, 40–43, 48–50, 122–3
- Chase, P.N., 8
- Cheney, C.D., 31, 41, 50, 56, 57, 58, 60, 64
- Churchill, G.A., 43
- closed settings *see also* behaviour
 - setting scope
 - characteristics of, 61–2
- Coase, R.H., 1, 2, 5, 8, 9, 14, 15, 20, 23, 24, 26, 28, 51, 54, 109
- Coffey, A., 46
- Commons, J.R., 15
- Competition Commission, 3, 45, 46, 47, 48, 51, 65, 70, 72, 77, 78, 80, 81, 82, 83, 84, 88, 90, 92, 94, 100, 101, 102, 103, 104, 105, 111, 115, 117, 119, 122, 123, 126, 127, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 261, 264, 265, 266, 268, 269, 292
- competitive encroachment, 72, 91, 92, 96, 99, 107, 118–20, 287
 - as a response class, 116
- competitive isomorphism, 35
- competitive mimicry, 35, 287
- conceptual framework, 38
- consequences of behaviour *see also* reinforcement *and* punishment, 2,
 - 10, 11, 16, 17, 18, 19, 20, 21, 22, 23, 28, 30, 31, 32, 33, 34, 38, 41, 52, 54, 56, 57, 58, 59, 60, 62, 64, 70, 81, 82, 85, 86, 89, 90, 91, 92, 95, 97, 99, 103, 104, 106, 110, 113, 114, 121, 255, 256, 266, 267, 268, 275–84, 286
- a bifurcation of reinforcement and punishment, 33
- and the probability of response, 32
- as a focus of enquiry, 10
- aversive consequences of behaviour,
 - 11, 22, 28, 32, 33, 54, 58, 59, 60, 62, 64, 70, 82, 85, 90, 91, 92, 95, 97, 99, 103, 106, 114, 255, 256, 266, 267, 275–84
- benefits, positive or beneficial
 - consequences of behaviour, 2, 3, 11, 14, 15, 20, 21, 25, 26, 30, 33, 58, 59, 60, 61, 62, 64, 65, 71, 72, 73, 74, 75, 79, 81, 83, 84, 85, 86, 87, 90, 91, 92, 94, 95, 96, 97, 99, 100, 102, 104, 106, 114, 115, 116, 121, 255, 256, 266, 267, 275–84
- influence of competitor behaviour, 19
- in economic transactions, 18–19, 21, 20, 32
- reinforcing and punishing
 - consequences of consumer behaviour, 32
- reinforcing and punishing
 - consequences of firm behaviour, 37
- consequences of government
 - intervention
 - direct consequences in 1998, 81–5
- consumer behaviour *see also* Behavioural Perspective Model, 1,
 - 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 18, 19, 20, 27, 28, 30, 31, 32, 33, 34, 35, 36, 37, 38, 59, 93, 103, 111, 115, 121, 268, 285

- consumer behaviour analysis, 37, 38, 121, 268
- consumer choice
 - and the BPM, 4, 27
 - and consumer-orientation, 9
 - defined, 11, 28
 - and marketer behaviour (marketing management) 12, 19
 - and marketing-orientated economic systems, 21, 26–7
 - commission's findings on, 111
 - importance of consumer choice in managerial behaviour setting, 286
- consumer orientated management and consumer orientation, 6, 7, 8, 9, 13, 17, 21, 28
- consumer situation, 12, 31–2
- contingency shaped behaviour *see also* rule-governed behaviour, 58
- Coughlan, J., 33
- Creswell, J.W., 44
- data analysis *see* case study data analysis
- dedicated and non-dedicated distribution *see also* exchange relations *and* marketing relationships, 72, 103, 247, 248, 268, 289
 - the formation of Wall's Direct, 253, 269, 289
- Birds Eye Wall's
 - dedicated distribution, 66, 68–9, 71–2, 82–4, 100–101, 104, 248–50, 252, 257–9, 265, 266, 268–70
 - termination of dedicated distribution contracts, 82, 84, 85, 87, 101, 105, 110, 252, 253, 258, 265, 267–9
 - discrimination among various levels of arrangements, 82–4, 104–6, 251, 268, 287
 - ex-dedicated distributors of, 47, 67, 84–90, 92, 94, 99, 100, 102, 106, 109, 114, 115, 117, 119, 121, 126, 253, 266, 267, 269, 270, 286–90
 - franchising *see* marketing mix variables place
 - non-dedicated arrangements, 72, 251
 - Delprato, D.J., 31, 40, 41, 51
 - Demsetz, H., 8, 15, 24, 28, 29
 - Director General of Fair Trading, 45, 83, 84, 101, 110, 253, 254, 268
 - distribution *see also* dedicated and non-dedicated distribution
 - radial *and* central, 66, 67, 70, 72, 267, 287, 289
 - discriminative function or stimulus, *see also* stimulus 10–12, 14, 15, 18–20, 22, 28, 31, 34, 38, 39, 52, 53, 57, 58, 64, 86, 103, 104, 111, 113
 - a definition of, 57
 - Dnes, A.W., 15, 43, 50
 - Douma, S., 1
 - Duxbury, N., 29
 - Easterbrook, F.H., 28
 - economic behaviour, 6, 8, 10, 11, 15–16, 24, 27, 30, 56, 62, 109, 113
 - an operant interpretation, 10–11, 56
 - exchange transaction as defining characteristic, 14
 - economic conditions for marketing to exist (and competition), 8–9
 - economic psychology, 6–7, 28, 39
 - and its contribution to marketing, 6–8
 - in explaining marketing behaviour and the theory of the firm, 7
 - economies of scale, 36, 37, 59, 64, 70, 71, 89, 116, 256, 266, 267, 268, 270, 287, 288
 - economic transactions *see* market and economic transactions
 - Eisenhardt, K.M., 43, 45
 - entrepreneurial function of the firm, 1, 8, 9, 18, 24, 25, 26, 27, 29
 - environmental stimuli *see* stimulus
 - escape behaviour *see also* approach behaviour, avoidance behaviour *and* operational definitions and measures, 14, 32, 37, 52–3, 54–5, 59, 60–62, 65, 92, 109, 111, 119, 289–93
 - as research propositions, 54–5
 - as response class, 59, 109

- in consumer behaviour, 14, 32
- in firm behaviour, 37, 52–3, 59, 60–62
- structure of escape
 - manufacturer approach and escape/avoidance in manufacturer↔distributor relationships
 - structure of escape or avoidance behaviour by manufacturers away from distributors, 289
 - structure of escape or avoidance behaviour by manufacturers away from ex-dedicated distributors, 290
- distributor approach and escape/avoidance behaviour
 - by distributors in manufacturer↔distributor relationships,
 - structure of escape or avoidance behaviour by distributors away from manufacturers, 290
 - structure of escape or avoidance behaviour by distributors away from Birds Eye Wall's, 290
 - structure of escape or avoidance behaviour by distributors away from Birds Eye Wall's rivals, 291
- manufacturer approach and escape/avoidance behaviour in manufacturer↔retailer relationships
 - structure of escape or avoidance behaviour by manufacturers away from retailers, 291–2
- retailer approach and escape/avoidance behaviour in manufacturer↔retailer relationships
 - structure of escape or avoidance behaviour by retailers away from manufacturers, 292
 - structure of escape or avoidance behaviour by retailers away from Birds Eye Wall's, 292–3
- topography of avoidance, *see* structure of escape
- using the marketing mix to bar escape, 62
- essence of the existence of the marketing firm, 10
- ethical considerations *see* case study ethical considerations
- evaluative criteria *see* case study evaluative criteria
- Evans, D., 114
- exchange, 1, 2, 5, 6, 9–10, 14–21, 23–9, 35–8, 47, 56, 59, 65, 68–71, 73, 82–5, 89–91, 102, 106, 107, 108, 109, 119, 120, 273
 - an operant interpretation of exchange, 18–19
 - economic exchange, 2, 6, 14–18
 - exchange theory, 16
 - literal exchange, 5, 9, 15–17, 21, 23, 26, 27, 35, 59, 70, 109
 - market circumscription of economic exchange for predictability, stability and control, 3, 10, 23, 25, 37, 54, 105, 120, 275–84
 - market exchange, 6
- exchange relations *see also* dedicated and non-dedicated distribution *and* marketing and market relationships, 17, 21, 35–7, 47, 65, 69–73, 82–5, 102, 108, 119
- exclusivity arrangements *see also* dedicated and non-dedicated distribution, 65, 71–4, 80–81, 90, 92–9, 101–2, 106–8, 110–12, 115, 116, 118, 121, 247–51, 266, 271–9, 281, 283, 286–90, 292–6
- freezer exclusivity, 65, 73, 74, 80, 92, 94–9, 101, 107, 115, 248–51, 273, 275–8, 292, 294, 295
- topography of utilitarian and informational reinforcement in freezer exclusivity arrangements, 275–8

- outlet exclusivity, 65, 73, 74, 80, 92, 93, 94–9, 102, 107–8, 112, 116, 118, 247, 271, 274, 279, 281, 286, 288–90, 295
 topography of utilitarian and informational reinforcement in outlet exclusivity arrangements, 279–84
- Fagerstrøm, A., 31, 39, 103, 104, 118
 Feyerabend, P., 7
 firm behaviour analysis, 123
 firm, defining characteristics, 8
 firm, theory of, 5, 7, 8, 118, 120
 Fischel, D.R., 28
 Foss, N.J., 43, 119
 four-term contingency, 118
 Foxall, G.R., 1, 2, 3, 4, 5, 7, 8, 9, 28, 29, 30, 31, 32, 33, 34, 35, 37, 38, 39, 40, 41, 42, 49, 50, 52, 54, 56, 57, 58, 59, 60, 61, 62, 64, 103, 104, 106, 109, 111, 113, 116, 117, 118, 121
 function of the marketing firm, 9, 13, 25, 28, 58
 Freeman, J., 113
 freezer exclusivity *see* exclusivity arrangements
 function of marketing defined, 58
 function of management, 26
 function of managerial behaviour setting, 57
 function of marketing mix, 63
 function of reinforcement in human behaviour *see* reinforcement and punishment
 function of response classes of behaviour, 56
 functional analysis, 5, 8, 41, 109
 as distinct from topographical descriptions, 41
 functional substitutability of brands, 111
- Gilbert, X., 39, 119
 Glacier Foods Ltd, 142
 Gomm, R., 42, 43
 government intervention *see* regulatory and government intervention
 Granada, 102
- Guba, E.G., 3, 40, 42, 46, 49
 Gummesson, E., 43
- Hakim, C., 43
 Hammersley, M., 42, 43
 Hannan, M.T., 113
 Hart, O., 8, 24, 28, 29, 33
 Hayes, L.J., 8
 Hayes, S.C., 8
 Herrnstein, R.J., 115
 Homans, C.G., 16
 Huberman, A.M., 3, 40, 42, 43, 44, 45, 46, 49, 51, 123
 Hunt, S.D., 23
- Ice-Cream World, 84, 100, 110, 148, 184–5
 induction versus deduction *see also* role of theory, 122
 informational punishment defined *see also* consequences of behaviour and punishment, 59–60
 informational reinforcement defined *see also* consequences of behaviour and reinforcement, 59–60
 intermediaries, 35, 39, 65, 70, 86, 87, 105
 a marketing firm interpretation, 35–6
- James, V.K., 30, 111
 James, William, 50
 Jensen, M.C., 24, 29
 Johnson, G., 35
- Kagel, J.H., 11
 Kearney, T., 33
 Kelemen, M., 42, 51
 Kennedy, A., 33
 Klaes, M., 1
 Klein, P.G., 43, 119
 Kotler, P., 36, 39, 57, 63, 111
 KPMG, 83
 Kuhn, T.S., 7
- learning history, 2, 14, 21, 31–2, 34, 35, 36, 39, 41, 52, 57, 64, 104, 120, 268
 a definition of in consumer behaviour, 31–2

- a definition of in firm behaviour, 57
- and the internal organisation of the firm, 121
- case evidence for managerial
 - behaviour setting, topographical characterisation of, 74–8, 286–9
 - BEW's learning history, 74–8
 - distributors, 287–8
 - manufacturers, 286–7
 - Nestlé and Mars' learning histories, 75–8, 264
 - retailers, 288–9
- in the Behavioural Perspective Model, 31–2
- regulatory intervention timeline and events common to the learning histories of the ice-cream market incumbents, 81, 247–54
- role of relationships in learning history, case evidence, 65–74
- Lee, V., 10
- Leibenstein, H., 20
- Levine-Donnerstein, D., 42, 48, 49
- Lincoln, Y.S., 3, 40, 42, 46, 49
- literal exchange *see* exchange
- long-term strategies
 - cost leadership, 38, 119
 - leadership through differentiation, 38–9, 119
 - outpacing, 38, 119
 - and competitive interdependence, 34–5
 - strategic functions of firm behaviour, 3
- Lyons Maid, 77, 247, 248, 249, 250
- Macaulay, S., 22
- Mach, Ernst, 41, 50
- Macneil, I.R., 22
- management,
 - essential functions of, 26
 - of behaviour settings *see* behaviour settings, scope management
 - of reinforcement and punishment *see* reinforcement and punishment, management of
 - of reinforcers and punishers *see* reinforcement and punishment, management of
 - strategic scope of the organisation, 29
 - managerial behaviour setting *see* behaviour settings
- market and economic transactions, 2, 8–10, 16, 18–23, 35
 - exchange transactions within relationship boundaries, 88–9, 109, 120
 - market transactions and rules, 25
 - market transactions as literal exchanges, 23
- market-orientated societies, 10
- market relationships *see* marketing and relationships
- market transactions, 2, 8–10, 16, 23
- marketer behaviour, 26, 40, 63
 - setting *see* behaviour settings
- marketer-orientated consumption, 21
- marketing
 - analysis of the marketing function, 14–16
 - a definition of, 5
 - as the central purpose of business, 8–10
 - behaviour, 3, 6, 7, 30–32, 45, 56, 108, 126
 - costs *see also* transaction costs, 1, 21, 23, 24
 - firm *see* marketing firm
 - functional analysis of, 5
 - marketing management,
 - an operant perspective, 12–13, 14–27
 - essence of, 27
 - functions of, 58
 - marketing-orientated
 - management, 5, 7, 16, 21, 26, 27, 28
 - functions of marketing-orientated management, 5
 - mix *see* marketing mix
 - marketing firm, 1–39, 42, 44–6, 48, 50, 54–6, 58, 60, 62, 64, 70, 72, 74, 78, 80, 82, 84, 86, 88, 90, 92, 94, 96, 98, 100, 102–6, 109, 111, 113–24
 - marketing management *see* marketing
 - marketing orientated management *see* marketing

- marketing mix, 2, 3, 9, 13, 16, 17,
21, 22, 23, 27, 28, 31, 34, 36, 38,
53–7, 63–4, 93, 101, 111, 117, 118,
127–36, 293–6
- operational definition of, 63–4
- topography of marketing mix
stimuli, 293–6
- as deployed by manufacturers
relevant to distributors
product stimuli, 293
place/logistical stimuli, 293–4
price stimuli, 294
promotional stimuli, 294
- as deployed by distributors
relevant to manufacturers
product stimuli, 294
place/logistical stimuli, 294
price stimuli, 294
promotional stimuli, 294
- as deployed by manufacturers
relevant to retailers
product stimuli, 295
place/logistical stimuli, 295
price stimuli, 295
promotional stimuli, 295
- as deployed by manufacturers
relevant to manufacturers
place/logistical stimuli, 296
promotional stimuli, 296
- variables, 31, 55, 111, 118
- place *see also* dedicated and
non-dedicated distribution,
exchange relations, exclusivity
arrangements *and* marketing
and market relationships, 17,
47, 63, 65–72, 82–4, 88–9,
101, 104, 105, 107, 109, 112,
120, 128, 129, 130, 132–5,
147, 160–62, 164, 167, 182–5,
188–90
- atmospherics *see* marketing mix
variables, merchandising and
atmospherics
- distribution *see* dedicated and
non-dedicated distribution,
exchange relations, exclusivity
arrangements, marketing and
market relationships
- franchising, 94, 113, 272, 274,
279–84
- freezer exclusivity *see* exclusivity
arrangements, freezer
exclusivity
- logistics, 65, 67, 69, 70, 82, 83, 84,
85, 86, 89, 101, 107, 108, 259,
265, 267, 287, 291, 293–5
- merchandising and atmospherics,
63, 78, 79, 80, 91, 93, 95, 97,
98, 108, 111, 112, 265, 273, 275,
277, 292, 295
- outlet exclusivity *see* exclusivity
arrangements, outlet exclusivity
- planograms, 79, 108
- retail, 3, 4, 13, 36, 38, 46, 47, 48,
54, 55, 63, 65–102, 104, 106–9,
111–21, 125–7, 129–31, 133,
134, 247–52, 255–60, 264–83,
286–96
- wholesale, 47, 65–73, 80, 82–4,
86–90, 101, 103, 105, 107, 110,
247–9, 251, 252, 257–9, 264,
265, 267–70, 272, 277, 287,
289–91, 293
- topography of place variables in the
case evidence *see* marketing
mix, topography of marketing
mix stimuli
- price and pricing, 2, 13, 16, 17, 21, 22,
24, 25, 28, 31, 57, 63, 64, 71, 73,
77, 86–9, 91–3, 102, 104, 105, 108,
111, 118, 128–35, 249–51, 256,
264, 271–3, 278, 289, 290, 294, 295
- Birds Eye Wall's and use of as an
ability to discriminate between
dedicated and non-dedicated
distributors, 92, 109, 116
- shaping maintaining approach
strength of through pricing and
preferential terms, 71, 82, 86,
87, 100
- topography of price variables in the
case evidence *see* marketing
mix, topography of marketing
mix stimuli
- product, 2, 13, 14, 17, 20–22, 31, 57,
63–4, 70, 71, 73, 78, 79, 86, 89,
92, 93, 95, 98, 99, 101, 111, 112,
128–30, 132–5, 247, 249, 254, 256,
265–6, 271, 274–7, 280, 285, 286,
288, 291–5

- brand, 2, 3, 13, 21, 32, 34, 36, 48, 56–7, 64–5, 71, 73–4, 78–93, 95–9, 104, 108, 110–12, 116, 126, 247, 249, 250, 252, 255, 260, 262, 266, 275–7, 280–84, 286, 287, 288, 292, 293, 295
- availability, 80, 81, 98, 111
- functional substitutability of, 111
- multiple brand distribution and retailing, 71, 97, 99, 100, 110–12, 266, 278, 288, 293
- operational definition, 56
- packaging, 57, 116, 256, 293, 295
- popularity, 65, 98, 108, 252, 275, 276, 277, 278, 283, 286, 287, 288
- preference, 78
- rates of sales, 29, 63, 79, 91, 92, 93, 97, 98, 99, 108, 111, 117, 283, 286, 287, 288, 292
- visibility, 80, 275, 282
- topography of product variables in the case evidence *see* marketing mix, topography of marketing mix stimuli
- promotion, 13, 22, 31, 57, 59, 63, 71, 73, 78, 86, 87, 89, 90, 91, 92, 93, 95, 101, 111, 128, 129, 130, 132, 133, 134, 135, 240, 241, 242, 243, 248, 250, 251, 252, 256, 271, 273, 274, 279, 280, 282, 283, 289, 294, 295, 296
- advertising, 13, 36, 59, 63, 78, 79, 80, 93, 97, 111, 112, 249, 250, 262, 263, 264, 275, 276, 280, 292
- bonuses *and* bonus schemes, 71, 72, 73, 87, 88, 91, 92, 95, 97, 106, 116, 248, 250, 268, 270, 271, 272, 273, 276, 277, 278, 281, 282, 284, 286, 291, 294, 295
- discounts, 63, 64, 71, 73, 87, 91, 93, 95, 96, 97, 100, 102, 106, 114, 250, 251, 256, 268, 269, 270, 271, 273, 277, 278, 281, 282, 284, 286, 289, 291, 294, 295
- incentives, 59, 71, 87, 91, 95, 106, 108, 252, 256, 282, 287, 289, 294, 295
- point of purchase and point of sale, 31, 63, 79, 97, 250, 275, 276, 280, 295
- topography of promotional variables in the case evidence *see* marketing mix, topography of marketing mix stimuli
- marketing philosophy, 26
- marketing and market relationships *see also* dedicated and non-dedicated distribution, exchange relations *and* exclusivity arrangements, 1–10, 13, 19, 21–31, 33–9, 46, 47, 52–8, 65, 68–71, 73–4, 82–5, 89, 92, 93, 97, 99, 101, 102, 105–9, 112, 113, 116, 117, 119–21, 125–7, 130, 131, 134, 266, 268, 277, 289–92
- and exchange, 17, 21, 35–8, 47, 65, 69–73, 82–5, 102, 108, 119
- bilateral contingency relationships, 2, 3, 4, 18–19, 21, 23, 34, 46, 106, 116, 119–20, 126, 128–9, 131, 133, 135
- as defining characteristics of the firm, 8
- circumscribing of, 2, 3, 10, 20, 24, 25, 29, 82, 83, 92, 93
- dedicated distribution and non-dedicated distribution *see* dedicated distribution and non-dedicated distribution
- definition of relationships in economics, 33
- definition of relationships in the theory of the marketing firm, 33–6
- distinction between marketing relationships and relationship marketing, 22–3
- exclusivity arrangements *see* exclusivity arrangements
- management of relationships through strategic functions of the firm, 3, 10–14
- mutuality in marketing relationships, 9, 13, 16–18, 22–3, 25–7, 35–8,

- 47, 56, 65, 68–71, 73, 82–6, 89, 102, 106–8, 116, 119, 120
- mutuality and exchange in marketing relationships, 35–6
- non-exchange relationships, 17, 35, 109
- non-marketing relationships, 21, 23
- quasi-marketing relationships, 5, 9–10, 23, 26, 29
- reciprocity and interdependence of in, 2, 22, 26, 34, 35, 109, 113
- relationship marketing, 5, 7, 9, 10, 21–3, 26–7
- marketing strategies
 - a functional analysis, 37
- marketing-orientated management *see* marketing management
- Mars, 47, 66, 67, 73, 76, 77, 78, 80, 81, 90, 94, 98, 99, 101, 102, 107, 108, 248, 249, 250, 256, 257, 258, 260, 261, 262, 264, 266, 267, 286, 289
- Marschak, J., 1
- Marshall, M.N., 48
- Mason, J., 40, 42, 46
- matching and melioration, 115
- Meckling, W.H., 24, 29
- Medema, S.G., 23, 24
- Michael, J., 103
- Midgely, B.D., 31, 40, 41, 51
- Miles, M.B., 3, 40, 42, 43, 44, 45, 46, 49, 51, 123
- Minkes, A.L., 29
- Monteverde, K., 29
- Morgan, R.M., 23
- motivating operations (stimuli) and motivational function, 31, 38, 39, 52, 53, 58, 103, 104, 105, 106, 111, 118, 122
- mutual social interaction, 27
- Myers M., 3, 42, 43

- Nestlé, 47, 66, 67, 72, 73, 76, 77, 78, 80, 81, 90, 94, 96, 98, 99, 100, 101, 102, 107, 108, 248, 249, 250, 257, 258, 260, 261, 262, 264, 267, 274, 286, 287, 289
- Nicholson, M., 34, 35, 54, 109, 116
- Nightingale, P., 40

- Oliveira-Castro, J., 30, 32, 111
- Ono, K., 8
- operant (behaviour)
 - a definition 56
- operant behaviourism, 4, 7, 39–41, 50
 - a functional analysis
 - of behaviour, 8, 41, 109
 - of marketing, 5
 - as distinguished from
 - methodological behaviourism, 41, 46, 50
- behaviour analysis *see* behaviour analysis
- consumer behaviour analysis *see* consumer behaviour analysis
- firm behaviour analysis *see* firm behaviour analysis
- operant analysis, 4, 11, 13, 27
- operant methodology *see* behaviour analysis *and* case study
- operational definitions and measures, 56–64
 - definitions
 - approach, 59
 - antecedent stimuli, 57
 - avoidance, 59
 - behaviour as single event or response chain, 56
 - behaviour setting, 57
 - brand, 57, 63–4
 - contingency-shaped behaviour, 58
 - consequential stimuli, 57–8
 - deprivation, 61
 - economies of scale, 59
 - environment and environmental stimuli, 57
 - escape, 59
 - events as reinforcers or punishers, 58
 - function of marketing, 58
 - informational benefits or positive consequences, 59–60
 - informational aversive consequences, 59–60
 - learning history of the firm, 57
 - managerial behaviour setting, 57
 - marketer behaviour, 57
 - market information, 59
 - marketing mix, 63–4

- negative punishment, 58
 - negative reinforcement, 58
 - operant, 56
 - outcomes of behaviour
 - classification,
 - patterns of reinforcement *see also*
 - patterns of reinforcement, 62
 - positive punishment, 58
 - positive reinforcement, 58
 - punishers, 58
 - punishing stimuli, 58
 - punishment, 56, 57
 - quality of reinforcers or punishers, 61–2
 - quantity of reinforcers or
 - punishers, 62
 - rate of responding, 56
 - reinforcement, 56, 57
 - reinforcer, 57
 - reinforcer or punisher
 - effectiveness, 61
 - reinforcing stimuli, 58
 - response class, 56
 - rule-governed behaviour, 58
 - sales and profits, 59
 - schedules of reinforcement
 - see also* patterns of reinforcement, 62, 64
 - stimulus, 57
 - stimulus class, 57
 - utilitarian aversive consequences, 59–60
 - utilitarian benefits or positive
 - consequences, 60
 - utilitarian informational negative
 - punishment, 60
 - utilitarian/informational positive
 - punishment, 60
 - utilitarian/informational negative
 - reinforcement, 60
 - utilitarian/informational positive
 - reinforcement, 60
 - measures, 56–64
 - behaviour setting management, 60–61
 - criteria for recognising open/closed behaviour settings, 60–61
 - criteria for recognising the
 - availability and access to reinforcement and punishment, 60–61
 - criteria for recognising the external control of the situation, 61
 - events as reinforcers or punishers, 58
 - function of marketing, 58
 - reinforcement management, 61–62
 - increasing the quality and quantity of reinforcers and/or punishers, 62
 - increasing the quality and quantity of reinforcers and/or punishers, 62
 - managing schedules of reinforcement, 62
 - managing the effectiveness of a reinforcer or punisher, 61
 - strategy used for specification and interpretation, 52–3
- Parkhe, A., 44
- Patterns of reinforcement, 38, 52, 54–6, 61–2, 72–4, 79, 80, 86, 87, 89–7, 102–4, 106, 109, 111–13, 115, 116, 118, 119, 121, 122, 127, 265, 273, 274, 286
- Patton, M.Q., 42, 48
- Payne, A., 22, 26
- Penrose, E., 36
- Perrien, J., 23
- Pierce, W.D., 31, 41, 50, 56, 57, 58, 60, 64
- Pitelis, C.N., 119
- place *see* marketing mix variables
- Porter, M.E., 35, 39, 119
- Posner, R.A., 15, 29
- Potter, J.W., 42, 48, 49
- price *see* marketing mix variables
- product *see* marketing mix variables
- promotion *see* marketing mix variables
- psychology
 - economic *see* economic psychology
 - operant *see* operant behaviourism
- public interest, 45, 51, 123, 247, 248, 249, 251

- punisher *see* operational definitions and measures
- punishing stimulus *see* operational definitions and measures
- punishment *see* operational definitions and measures *and* reinforcement
- quasi-marketing relationships *see* marketing and market relationships
- qualitative versus quantitative routes to knowledge *see* case study
- Reese, H.W., 8
- regulatory and government
intervention, 30, 35, 45, 54, 65, 81, 109, 110, 121, 125, 126
- reinforcement *see also* operational definitions and measures
deprivation of, 32, 61, 64, 88, 95, 97, 99, 116
function of reinforcement in human behaviour, 11, 57–8, 61, 115
patterns of reinforcement, 38, 52, 54–6, 61–2, 72–4, 79, 80, 86, 87, 89, 102–4, 106, 109, 111–13, 115, 116, 118, 119, 121, 122, 127, 265, 273, 274, 286
reciprocal and mutual reinforcement, 2, 10, 14–17, 23, 26–8, 35, 38, 71, 73, 93, 119, 274
schedules of, 13, 62, 64, 116, 248, 275, 278
- relationships *see* marketing and market relationships
- response classes of behaviour *see* approach, avoidance, escape and operational definition and measures
- retail *see* marketing mix variables, place, retail
- role of theory in case study process *see* case study
- Ricard, L., 23
- Richardson, G.B., 3
- Rose, H., 45
- Rosenberg, A., 8
- rules and rule governed behaviour, rules, 20, 22, 24, 25, 28, 31, 32, 37, 38, 49, 53, 57, 58, 59, 60, 61, 72, 74, 86, 89, 91, 97, 101, 102, 103, 104, 113, 121, 264, 268, 286, 287, 288
rules as stimuli *see also* stimulus regulatory stimulus, a definition of, 57
rules in the consumer behaviour setting, 11, 31–2
and setting scope, 11, 32
consumer self-rules and deliberation, 32
regulatory stimuli, 11, 31
rule-following, 32
history of, 32
others' rules, 32
rules in marketer behaviour setting, 20
rules in the managerial behaviour setting,
internal rules, 37
profitability as a rule in the managerial behaviour setting, 75–6, 101, 264, 286–8
rule-following, 121
rules in contracts, specifying contingencies, 58, 286–8
firm self-rules, 37, 59, 286–8
others' rules, 268
topography of managerial behaviour setting *see* Managerial behaviour settings
rule-based stimuli and regulatory dimension of stimuli, 37, 64, 85
rules of the market, 25
rules of exchange, 20
rule-governed behaviour *see also* contingency-shaped behaviour, 58
rule setting and rule following, the importance of, 121
- Rumens, N., 42, 51
- Sato, M., 8
- Saunders, J., 36, 39, 57, 63, 111
- scale economies, 36, 37, 59, 64, 70, 71,

- 89, 116, 256, 266, 267, 268, 270, 287, 288
- setting *see* behaviour setting
- setting scope *see* behaviour setting, scope
- schedules of reinforcement *see* operational definitions and measures
- Scholes, K., 35
- Schreuder, H., 1
- Schrezenmaier, T., 30, 32, 62, 111, 117
- Secretary of State, 84, 127, 248, 251, 268
- Silverman, D., 44
- Skinner, B.F., 11, 40, 41, 50
- Smith, L.D., 50
- Smith, Adam, 20
- social marketing, 7, 10, 16–17, 26, 27
- Stiglitz, J., 124
- stimulus or event *see also* marketing mix
- antecedent stimuli or events *see also* behaviour setting, 10, 11, 28, 30, 31, 52, 53, 54, 57, 65, 103, 117, 125, 126
- the Antecedents Proposition *see* case study research propositions
- class, 57
- brands as a stimulus class *see also* marketing mix variables products, 57
- consequential stimuli or events, 33, 52–4, 57, 89, 103, 113, 119
- discriminative function or stimulus, 10–12, 14, 15, 18–20, 22, 28, 31, 34, 38, 39, 52, 53, 57, 58, 64, 86, 103, 104, 111, 113
- environmental,
- physical and spatial dimensions, 11, 12, 30, 31, 32, 37, 40, 57, 64, 66, 94, 103, 264
- regulatory dimensions *see also* rules and rule-governed behaviour, 12, 20, 31, 37, 57, 64, 85, 88–90, 101, 103, 125, 268
- regulatory stimulus, a definition of, 57
- social dimensions, 11, 12, 20, 31, 33, 34, 37, 43, 50, 57, 64, 73, 85, 86, 101, 102, 103, 106
- temporal dimensions, 11, 12, 20, 31, 37, 57, 64, 92, 103
- management of *see* marketing mix topography *and* marketing mix variables
- marketing mix elements as stimuli *see* marketing mix
- stimuli *see* stimulus
- strategic functions of firm behaviour, 3, 10–14
- strategic scope of the organisation, 29
- Strebel, P., 38, 119
- Teece, D.J., 29, 119
- theory of the firm
- analysis of consumer and marketing behaviour, 13
- the importance of consumer behaviour, 13
- three-term contingency, 10–11, 30–31, 41, 52, 118, 122
- topography of marketing mix stimuli *see* marketing mix
- transactions *see* market and economic transactions
- transaction costs, 1, 5, 15, 23, 24, 25, 37, 59, 70, 85, 87, 89, 109, 114, 116, 119, 120, 267, 286, 288
- Coase's marketing costs, 1, 23–4
- treats, 47, 66, 67, 81, 94, 101, 107, 108, 249, 257, 258, 260, 261, 273
- two-sided markets, 114
- Unilever, 82, 83, 85, 86, 101, 105, 249, 256, 265, 268, 286
- utilitarian reinforcement and punishment *see* consequences of behaviour, reinforcement *and* punishment
- Wall's Direct, 47, 67, 72, 77, 82–90, 99, 100–106, 109–10, 115, 117, 119, 123, 126, 253, 257–9, 265–70, 285–7, 289, 290, 293
- events leading to the creation of, 265–9

- Webster, F.E., 22
Williamson, O.E., 8, 23, 28
Wong, V., 36, 39, 57, 63, 111
- Xiao, S.H., 34, 35, 54, 109, 116
- Yani Soriano, M., 42
Yin, R.K., 40, 42, 43, 44, 45, 46, 48,
49, 50
- Zuriff, G.E., 50

