PRODUCT POLICY AND MANAGEMENT

Michael J. Baker

Professor of Marketing, University of Strathclyde

Ronald McTavish

Senior Lecturer in Marketing, University of Strathclyde

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First edition 1976
Reprinted 1983, 1988

Published by
THE MACMILLAN PRESS LTD
Houndmills, Basingstoke, Hampshire RG21 2XS
and London
Companies and representatives
throughout the world

ISBN 978-0-333-19288-7 ISBN 978-1-349-15655-9 (eBook)
DOI 10.1007/978-1-349-15655-9

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MACMILLAN STUDIES IN MARKETING MANAGEMENT

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This series is designed to fill the need for a compact treatment of major aspects of marketing management and practice based essentially upon European institutions and experience. This is not to suggest that experience and practice in other advanced economies will be ignored, but rather that the treatment will reflect European custom and attitudes as opposed to American, which has tended to dominate so much of the marketing literature.

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Preface

The product (and/or service) plays a central role in the activities of all organisations, for it is the medium through which they seek to achieve their dual objectives of maximising both consumer and organisational satisfaction. Thus, while this book is concerned primarily with the management and marketing of the products manufactured by profit-orientated firms, it is believed that many of the principles and policies discussed are of equal relevance to non-profit organisations.

While the book concentrates on managerial problems of product planning and organisation, the product-planning issue is first of all placed in an historical/theoretical setting. On this basis, the main concern with the nature of management problems, and how to overcome them, is pursued. Thus the book has a strong normative interest, namely to develop a practically useful framework of concepts and methods which will be valuable to managements in this vital marketing-mix area.

The broad approach of the book is partly descriptive, partly analytical. In recent years various writers have examined selected aspects of product planning, notably the management of new products, design management, test marketing, and so on. A major objective of this book is to synthesise and unify these into a concise, over-all approach to solving the *total* product-planning problems of the firm. In pursuing this approach we have attempted to impart a practical thrust, seeking realism in our statement of the product-planning problem in its different aspects. The approach is thus directly related to solving real-world business problems. Indeed, much of the material is developed from various live problems the authors have themselves investigated.

In short, the book provides practical guidance on methods for product-planning decision-taking in the firm.

viii PREFACE

It is addressed to all working managers concerned with such decisions, but will also commend itself to senior managers concerned with the product aspect of corporate strategy. In addition, teachers and students of marketing management will find the book a useful addition to their libraries.

The authors wish to acknowledge not only the many sources cited in the text but also the multiplicity of ideas contributed by both practitioners and academic colleagues which lack a specific reference.

Finally, we would like to record our thanks to our long-suffering secretaries, Miss C. M. Paterson and Mrs M. Murphy, for all their efforts in preparing a legible manuscript, and to our families for their forbearance and encouragement during the writing of it.

Strathclyde University
July 1975

Michael J. Baker
Ronald McTavish

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