

Beyond Traditional Marketing

Innovations in Marketing Practice

Lead Author and Editor

Kamran Kashani

Contributors

**Jacques Horovitz
Jean-Pierre Jeannet
Seán Meehan
Adrian B. Ryans
Dominique Turpin
John Walsh**



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To our families

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Contributors

This book is written by authors who are passionate about improving the practice of marketing. They all have received their advanced marketing education in great schools from around the world, but what binds them together is their common faculty experience of working with literally thousands of managers and senior executives who come to IMD for executive education. It is the authors' intimate knowledge of what these practitioners face in their industries and companies that has informed their research and writing. It is also this knowledge that has allowed them to identify and address gaps in traditional marketing thought, the focus of this book. Together, the authors have written 97 books and numerous articles published in reputable management journals. They are recognized among their peers and practitioners alike as international thought leaders in marketing.

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Kamran Kashani is Professor of Marketing and Global Strategy at IMD. He teaches topics in marketing, brand building, global strategy and international management. His special interests span across industrial, business-to-business, and consumer marketing.

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John W. Walsh is Professor of Marketing at IMD. His research interests include the application of economic and econometric models to marketing issues, managerial and consumer decision-making, and competitive marketing strategy.

IMD

IMD is one of the world's leading business schools. Located in Lausanne, Switzerland, IMD has been helping organizations improve their performance for over fifty years. Its high standards are recognized by hundreds of the best companies around the world.

IMD was founded by a group of leading corporations to address the real challenges that international business executives face and, in the final analysis, need to win. To this day, IMD remains focused on real-world management issues – developing leadership capabilities and offering state-of-the-art concepts and tools. While other business schools primarily teach full-time graduate university students, IMD keeps an unwavering focus on the learning needs of executives and their organizations.

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Preface

This book is written for the thoughtful executive who is looking for new ways of improving the marketing practice in his or her organization. Markets change constantly, but marketing as a discipline doesn't change with the same speed. Often, marketing practice leads and the discipline follows, and the gap between the two can take a long time to close. Our book, inspired by innovations in practice, is about addressing some of the more important gaps in the traditional marketing literature that represent the core ideas in the discipline. The gaps appear even in highly popular textbooks. These publications definitely have their place; they provide the needed foundation and structure for the discipline. But, as classics, the textbooks are not expected, or able, to address the emerging issues in marketing. By the time they do, those issues are no longer emergent or, alternatively, relevant. But the practitioners cannot afford to wait; they must devise their own ways and innovate their own solutions.

The idea for the book was born out of a brainstorming meeting among the authors, all members of the IMD marketing faculty, who were troubled by the fact that today's practitioners are ill-served by many of the existing books on marketing. Our conviction has come about from years of working with executives in leading international firms, many of them clients of IMD. We
