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The Food Industry Wars: Marketing Triumphs and Blunders

Edward M. Mazze, Ronald D. Michman

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How food marketers make use of key variables?such as innovation; target market; market segmentation; image; and physical, environmental, and human resources?determines how successfully they sell their products. Michman and Mazze concentrate on the food industry as they examine what contributes to a successful marketing campaign. The authors discover that not all variables have to be used concurrently; some may be more important than others depending on environmental conditions, and the effective use of one variable may cancel the ineffectiveness of another. By focusing on the key variables to use in a volatile economic environment, by emphasizing lessons learned from both marketing successes and failures, and by demonstrating how to adapt key variables to changing conditions, Michman and Mazze help executives ensure the success of their marketing efforts.

Mazze and Michman examine 10 institutional formats in the American food marketing and distribution structure?supermarkets, fast-food, ice cream, soup, breakfast cereal, baby food, ethnic food, snack food, candy and soft-drinks. The supermarket industry is analyzed first with an overview of food marketing and distribution. Specific industries are then analyzed using the five key variables (innovation, image, target market, physical environment, and human resources) with a historical framework to help managers learn from past marketing mistakes. The authors emphasize that avoidance of past mistakes is essential for sound marketing strategy, a fact illustrated by the examples of companies afflicted by injuries who have disregarded this advice.

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