



CONTENTS

Preface xx

PART 1 INITIATING THE MARKETING PROCESS 2



1 Marketing: Customer Value, Satisfaction, and Customer Relationships 5

Curves International: A Marketing Success Story 5

What Marketing Is and What It Is Not 6

Marketing: Defined 7

Requirements for Marketing to Occur 7

The Breadth and Depth of Marketing 7

Marketing NewsNet: The Challenges of Social Marketing 9

The Diverse Factors Influencing Marketing Activities 10

How Marketing Discovers and Satisfies Consumer Needs 11

Discovering Consumer Needs 11

Satisfying Consumer Needs 12

Ethics and Social Responsibility Alert: Junk Food Advertising 13

The Marketing Program 14

A Marketing Program for Curves International 14

WebLink: The Curves International Story 15

How Marketing Became So Important 15

Evolution of the Market Orientation 16

Ethics and Social Responsibility: Balancing the Interests of
Different Groups 19

Chapter in Review 20

Focusing on Key Terms 21

Discussion and Application Questions 21

Going Online 21

Video Case 1 Curves International 22



2 Developing Successful Marketing and Corporate Strategies 25

Bombardier—A Canadian Company Moving People on a
Global Scale 25

Levels of Strategy in Organizations 26

Today's Organizations: Kinds, Levels, and Teams 26

Strategy Issues in Organizations 28

*Ethics and Social Responsibility Alert: The Global Dilemma: How to
Achieve Sustainable Development 30*

Setting Strategic Directions 30

A Look Around: Where Are We Now? 31

Growth Strategies: Where Do We Want to Go? 32

The Strategic Marketing Process 35

Strategic Marketing Process: The Planning Phase 36



WebLink: Ben & Jerry's Flavours: From Chocolate Fudge Brownie Ice Cream and One Sweet Whirled Novelty Bars to . . . the Flavour Graveyard 38

Strategic Marketing Process: The Implementation Phase 41

Strategic Marketing Process: The Control Phase 42

Chapter in Review 44

Focusing on Key Terms 44

Discussion and Application Questions 45

Going Online 45

Video Case 2 Specialized Bicycle Components, Inc.: Ride the Red "S" 46

Appendix A: Creating an Effective Marketing Plan 48



3 Scanning the Marketing Environment 67

It's Show Time! 67

Environmental Scanning in the New Millennium 68

Tracking Environmental Trends 68

An Environmental Scan of Canada 69

Social Forces 70

Demographics 70

Marketing NewsNet: Generation Y is Turning 21 72

Culture 73

Economic Forces 75

Macroeconomic Conditions 75

Consumer Income 76

WebLink: Family Income in Canada by Province and Territory 76

Technological Forces 77

Technology of Tomorrow 77

Technology's Impact on Customer Value 78

Electronic Business Technologies 79

Marketing NewsNet: Where Can You Go When You Are Wireless? Anywhere! 80

Competitive Forces 80

Alternative Forms of Competition 80

Components of Competition 81

Small Businesses as Competitors 81

Regulatory Forces 82

Protecting Competition and Consumers 82

Self-Regulation 83

Consumerism 83

Ethics and Social Responsibility Alert: Protecting Canadian Consumers' Privacy 84

Chapter in Review 85

Focusing on Key Terms 86

Discussion and Application Questions 86

Going Online 86

Video Case 3 Flyte Tyme Productions, Inc.: The Best Idea Wins 87



4 Ethics and Social Responsibility in Marketing 91

Canadian Automakers Make a Commitment to Canada 91

Nature and Significance of Marketing Ethics 92

Ethical/Legal Framework in Marketing 92

Current Perceptions of Ethical Behaviour 94

Understanding Ethical Marketing Behaviour 94

Societal Culture and Norms 94

Marketing NewsNet: Global Business Software Piracy 95

Business Culture and Industry Practices 95

WebLink: The Corruption Perceptions Index 97

Corporate Culture and Expectations 97

Personal Moral Philosophy and Ethical Behaviour 99

Understanding Social Responsibility in Marketing 100

Concepts of Social Responsibility 100

The Social Audit 103

Turning the Table: Consumer Ethics and Social Responsibility 103

Chapter in Review 105

Focusing on Key Terms 105

Discussion and Application Questions 105

Going Online 106

Video Case 4 Starbucks Corporation: Serving More Than Coffee 107

PART 2 UNDERSTANDING BUYERS AND MARKETS 110



5 Consumer Behaviour 113

Getting to Know the Automobile Custom(h)er and Influenc(h)er 113

Consumer Purchase Decision Process 114

Problem Recognition: Perceiving a Need 114

Information Search: Seeking Value 114

Alternative Evaluations: Assessing Value 115

Purchase Decision: Buying Value 115

Postpurchase Behaviour: Value in Consumption or Use 116

Involvement and Problem-Solving Variations 116

Situational Influences 118

Psychological Influences on Consumer Behaviour 119

Motivation and Personality 119

Ethics and Social Responsibility Alert: The Ethics of Subliminal Messages 121

Perception 121

Learning 123

Values, Beliefs, and Attitudes 124

Lifestyle 125

WebLink: Identify Which GoldFarb Segment You Belong To 125

Sociocultural Influences on Consumer Behaviour 126

Personal Influence 127

Marketing NewsNet: The Buzz on “Buzz” 128

- Reference Groups 129
- Family Influence 129
- Social Class 131
- Culture and Subculture 132

Marketing NewsNet: How You Know You Are Canadian 133

- Chapter in Review 136
- Focusing on Key Terms 137
- Discussion and Application Questions 137
- Going Online 137

Video Case 5 The Consumer on the Couch 138**6 Organizational Markets and Buyer Behaviour** 141

Dofasco Inc.: Achieving Success in the Business-to-Business (B2B) Marketplace 141

- The Nature and Size of Organizational Markets 142
 - Industrial Markets 142
 - Reseller Markets 143
 - Government Markets 143

Marketing NewsNet: The Importance of Canada’s Manufacturing Sector 143

- Global Organizational Markets 144
- Measuring Domestic and Global Industrial, Reseller, and Government Markets 144

Characteristics of Organizational Buying 145

- Demand Characteristics 146
- Size of the Order or Purchase 147
- Number of Potential Buyers 147
- Organizational Buying Objectives 147
- Organizational Buying Criteria 147

Ethics and Social Responsibility Alert: Scratching Each Other’s Back: The Ethics of Reciprocity in Organizational Buying 148

- Buyer–Seller Relationships and Supply Partnerships 149
- The Buying Centre: A Cross-Functional Group 149

Charting the Organizational Buying Process 151

- Stages in the Organizational Buying Process 152
- Buying a Machine Vision System 152

Online Buying in Organizational Markets 154

WebLink: eBay Means Business, Too 155

- Prominence of Online Buying in Organizational Markets 155
- E-Marketplaces: Virtual Organizational Markets 156
- Online Auctions in Organizational Markets 156

Chapter in Review 158

- Focusing on Key Terms 158
- Discussion and Application Questions 159
- Going Online 159

Video Case 6 Lands’ End: Where Buyers Rule 160



7 Reaching Global Markets 163

Mattel's Global Marketing Is More Than Child's Play 163

Dynamics of World Trade 164

World Trade Flows 164

Competitive Advantage of Nations 165

Marketing in a Borderless Economic World 167

Marketing NewsNet: Many Canadian Firms Find that Size Does Not Matter in Global Markets 168

Decline of Economic Protectionism 168

Ethics and Social Responsibility Alert: Global Ethics and Global Economics—The Case of Protectionism 169

Rise of Economic Integration 170

A New Reality: Global Competition among Global Companies for Global Consumers 171

Marketing NewsNet: The Global Teenager—A Market of 500 Million Consumers with \$100 Billion to Spend 173

Emergence of a Networked Global Marketspace 174

A Global Environmental Scan 175

Cultural Diversity 175

Economic Considerations 178

Political-Regulatory Climate 181

WebLink: Checking a Country's Political Risk Rating 182

Global Market-Entry Strategies 183

Exporting 183

Licensing 184

Joint Venture 185

Direct Investment 185

Crafting a Worldwide Marketing Program 186

Product and Promotion Strategies 186

Distribution Strategy 187

Pricing Strategy 188

Chapter in Review 189

Focusing on Key Terms 190

Discussion and Application Questions 190

Going Online 190

Video Case 7 CNS Breathe Right® Strips: Going Global 191

PART 3 TARGETING MARKETING OPPORTUNITIES 194



8 Marketing Research: From Information to Action 197

Test Screenings: Listening to Consumers to Reduce Movie Risks! 197

What Is Marketing Research? 199

Types of Marketing Research 200

Exploratory Research 200

Descriptive Research 201

Causal Research 201

The Marketing Research Process 201



Problem Definition 203
 Exploratory Research 203
WebLink: Online Databases Useful in Marketing 206

Formal Research Design 207
 Survey 208
 Experiment 211
 Observation 212
 Is There an Optimal Research Design? 214
Marketing NewsNet: The Naked Truth: Marketing Researchers Search for the Perfect Shower Head 214

Sampling 215

Data Collection and Analysis 215

Conclusions and Report 216

Ethical Issues in the Marketing Research Process 216
Ethics and Social Responsibility Alert: Standards for Public Release of Marketing Research Results in Canada 217

Using Information Technology to Trigger Marketing Actions 217
 The Marketing Manager’s View of Sales “Drivers” 217
 Key Elements of an Information System 218
 Data Mining: A New Approach to Searching the Data Ocean 218

Chapter in Review 220

Focusing on Key Terms 220

Discussion and Application Questions 221

Going Online 221

Video Case 8 Ford Consulting Group, Inc.: from Data to Actions 222

9 Identifying Market Segments and Targets 225

Sneakers Marketing Wars: Hip-hop, Yao Ming, and Three Billion Trillion Choices 225
 Competitive Trends 226

Why Segment Markets? 227
 What Market Segmentation Means 227
Marketing NewsNet: Sneaker Strategies—Who’s Doing What 229

When to Segment Markets 229
WebLink: Customizing Your Own Designer Shoes 231

Steps in Segmenting and Targeting Markets 231
 Step 1: Group Potential Buyers into Segments 232
 Step 2: Group Products to Be Sold into Categories 236
 Step 3: Develop a Market-Product Grid and Estimate Size of Markets 237
 Step 4: Select Target Markets 238
Ethics and Social Responsibility Alert: De-selection of Customers or Customer Segments 238

Step 5: Take Marketing Actions to Reach Target Markets 239
 Market–Product Synergies: A Balancing Act 241



Marketing NewsNet: Apple's Segmentation Strategy—Camp Runamok No Longer 242

- Positioning the Product 243
 - Two Approaches to Product Positioning 243
 - Product Positioning Using Perceptual Maps 243
- Sales Forecasting Techniques 245
 - Judgments of the Decision Maker 246
 - Surveys of Knowledgeable Groups 246
 - Statistical Methods 246
- Chapter in Review 247
- Focusing on Key Terms 248
- Discussion and Application Questions 248
- Going Online 248

Video Case 9 Cybersurf Corporation 249

PART 4 SATISFYING MARKETING OPPORTUNITIES 252

10 Developing New Products and Services 255



- 3M's New Greptile Grip Golf Glove: How to Get to the Top of the Leader Board 255
- The Variations of Products 256
 - Product Line and Product Mix 256
 - Classifying Products 257
- Classifying Consumer and Business Goods 258
 - Classification of Consumer Goods 258
 - Classification of Business Goods 258
- New Products and Why They Succeed or Fail 260
 - What Is a New Product? 260

Marketing NewsNet: Blindsided in the Twenty-First Century—The Convergence of Digital Devices 261

Why Products Succeed or Fail 262

Marketing NewsNet: What Separates New-Product Winners and Losers 264

- The New-Product Process 266
 - New-Product Strategy Development 266
 - Idea Generation 267

WebLink: IDEO—Where Design Is Not a Noun . . . It's a Verb 268

- Screening and Evaluation 268
- Business Analysis 270
- Development 270

Ethics and Social Responsibility Alert: Sports Utilities versus Cars: Godzilla Meets a Chimp? 271

- Market Testing 271
 - Commercialization 272
- Chapter in Review 274
- Focusing on Key Terms 275



Discussion and Application Questions 275
Going Online 275

Video Case 10 3M™ Greptile Grip™ Golf Glove: Fabulous Gripping! 276



11 Managing Products and Brands 279

Clearly Canadian: Product Management in a Competitive Environment 279

Product Life Cycle 280
Introduction Stage 280
Growth Stage 282
Maturity Stage 283

Marketing NewsNet: Will E-mail Spell Doom for the Familiar Fax? 284

Decline Stage 284
Some Dimensions of the Product Life Cycle 285

Managing the Product Life Cycle 288
Role of a Product Manager 288
Modifying the Product 288
Modifying the Market 288
Repositioning the Product 289

Ethics and Social Responsibility Alert: Consumer Economics of Downsizing: Get Less, Pay More 290

Branding and Brand Management 290
Brand Personality and Brand Equity 291
Picking a Good Brand Name 294
Branding Strategies 294

WebLink: Have an Idea for a Brand or Trade Name? Check It Out! 295

Marketing NewsNet: Creating Customer Value through Packaging: Pez Heads Dispense More Than Candy 298

Packaging and Labelling 298
Creating Customer Value through Packaging and Labelling 298
Global Trends in Packaging 300

Product Warranty 300
Chapter in Review 301
Focusing on Key Terms 302
Discussion and Application Questions 302
Going Online 302

Video Case 11 BMW: "Newness" and the Product Life Cycle 303



12 Managing Services 307

The Hard Rock Café Knows What You Want: An Exceptional Experience! 307
The Service Economy 308
The Uniqueness of Services 309
The Service Continuum 312

How Consumers Purchase Services	313
Purchasing a Service	313
Customer Contact Audit	314
Postpurchase Evaluation	315
<i>Ethics and Social Responsibility Alert: The Consumer's Role in Improving Service Quality</i>	315
Managing the Marketing of Services: The Eight P's	316
Product (Service)	317
Price	317
Place (Distribution)	317
Promotion	318
<i>WebLink: Nunavut's Tourism Initiative</i>	319
People	319
Physical Evidence	319
Process	320
Productivity	320
Services in the Future	320
<i>Marketing NewsNet: Marketing Experiences!</i>	322
Chapter in Review	323
Focusing on Key Terms	323
Discussion and Application Questions	324
Going Online	324

Video Case 12 National Hockey League 325



13 Pricing Products and Services 329

Here's a Pricing Problem for You!	329
Nature and Importance of Price	330
What Is a Price?	330
Price as an Indicator of Value	331
Price in the Marketing Mix	331
Step 1: Identifying Pricing Constraints and Objectives	332
Identifying Pricing Constraints	332
<i>Ethics and Social Responsibility Alert: Getting an Unfair Premium Price?</i>	333
Identifying Pricing Objectives	335
Step 2: Estimating Demand and Revenue	336
Fundamentals of Estimating Demand	336
Fundamentals of Estimating Revenue	338
Step 3: Estimating Cost, Volume, and Profit Relationships	338
The Importance of Controlling Costs	338
Break-Even Analysis	339
Calculating a Break-Even Point	339
Application of Break-Even Analysis	340
Step 4: Selecting an Approximate Price Level	340
Demand-Oriented Approaches	341
<i>Marketing NewsNet: Energizer's Lesson in Price Perception: Value Lies in the Eye of the Beholder</i>	342

Cost-Oriented Approaches	343
Profit-Oriented Approaches	344
Competition-Oriented Approaches	345
Step 5: Setting the List or Quoted Price	346
One-Price Policy versus Flexible-Price Policy	347
Company, Customer, and Competitive Effects	347
Step 6: Making Special Adjustments to the List or Quoted Price	349
Discounts	349
Allowances	350
Geographical Adjustments	350
Legal and Regulatory Aspects of Pricing	351
<i>WebLink: Free or Not So Free, According to the Canadian Competition Bureau</i>	352
Chapter in Review	353
Focusing on Key Terms	353
Discussion and Application Questions	353
Going Online	354
<i>Video Case 13 Washburn International, Inc.</i>	355
Appendix B—Financial Aspects of Marketing	357



14 Managing Marketing Channels and Supply Chains 365

Apple Stores: Adding High-Touch to High-Tech Marketing Channels	365
Nature and Importance of Marketing Channels	366
Defining Marketing Channels of Distribution	366
Value Created by Intermediaries	366
Consumer Benefits from Intermediaries	368
Channel Structure and Organization	368
Marketing Channels for Consumer Goods and Services	368
Marketing Channels for Business Goods and Services	369
Electronic Marketing Channels	370
Direct Marketing Channels	371
Multiple Channels and Strategic Alliances	371
<i>Marketing NewsNet: Nestlé and General Mills: Cereal Partners Worldwide</i>	372
A Closer Look at Channel Intermediaries	372
Vertical Marketing Systems and Channel Partnerships	374
Channel Choice and Management	376
Factors Affecting Channel Choice and Management	376
Channel Design Considerations	377
<i>WebLink: Need Cash Fast? Check the Visa ATM Locator</i>	377
Global Dimensions of Marketing Channels	378
Channel Relationships: Conflict, Cooperation, and Law	379
<i>Ethics and Social Responsibility Alert: The Ethics of Slotting Allowances</i>	380
Logistics and Supply Chain Management	381
Sourcing, Assembling, and Delivering a New Car: The Automotive Supply Chain	382

Supply Chain Management and Marketing Strategy	383
Information and Logistics Management Objective in a Supply Chain	385
Information's Role in Supply Chain Responsiveness and Efficiency	385
Total Logistics Cost Concept	385
Customer Service Concept	386
Key Logistics Functions in a Supply Chain	387
Transportation	388
Warehousing and Materials Handling	388
Order Processing	389
Inventory Management	390
Closing the Loop: Reverse Logistics	391
Chapter in Review	392
Focusing on Key Terms	393
Discussion and Application Questions	393
Going Online	393

Video Case 14 Amazon: Delivering the Goods . . . Millions of Times Each Day! 394



15 Retailing 397

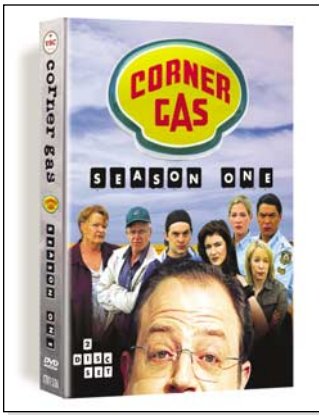
Tim Hortons—"Always Fresh" and "A Friend Along the Way"	397
The Value of Retailing	398
Classifying Retail Outlets	398
Form of Ownership	399
<i>Marketing NewsNet: Say Good-Bye to Bar Codes!</i>	399
Level of Service	400
Self-Service	401
Merchandise Line	401
Nonstore Retailing	402
Automatic Vending	403
Direct Mail and Catalogues	403
Television Home Shopping	404
Online Retailing	404
<i>Marketing NewNet: Canada's New Retail Industry: Online Pharmacies</i>	405
<i>WebLink: Dress (Your Virtual Model) for Success!</i>	406
Telemarketing	406
Direct Selling	406
Retailing Strategy	407
Positioning a Retail Store	407
Retailing Mix	409
The Changing Nature of Retailing	412
The Wheel of Retailing	412
The Retail Life Cycle	413
Future Changes in Retailing	414
Multichannel Retailing	414

The Impact of Technology 414
 Changing Shopping Behaviour 415

*Ethics and Social Responsibility Alert: Biometric Payment Systems:
 The Possible Dark Side 415*

Chapter in Review 416
 Focusing on Key Terms 416
 Discussion and Application Questions 417
 Going Online 417

Video Case 15 Vaughan Mills Shopping Centre 418



16 Integrated Marketing Communications and Direct Marketing 421

CTV Achieves Success with *Corner Gas* Using an Integrated Marketing Communications Strategy 421

The Communication Process 422
 Encoding and Decoding 423
 Feedback 424
 Noise 424

The Promotional Elements 424
 Advertising 425
 Personal Selling 426
 Public Relations 426
 Sales Promotion 427
 Direct Marketing 427

Integrated Marketing Communications—Developing the Promotional Mix 428

The Target Audience 428

Marketing NewsNet: Gen Y Applies Multi-tasking to Media Consumption—29 Hours per Day! 428

The Product Life Cycle 429
 Product Characteristics 430
 Stages of the Buying Decision 431
 Channel Strategies 432

Developing the Promotion Program 433
 Identifying the Target Audience 434
 Specifying Promotion Objectives 434
 Setting the Promotion Budget 434
 Selecting the Right Promotional Tools 436
 Designing the Promotion 436
 Scheduling the Promotion 436

Executing and Evaluating the Promotion Program 437

WebLink: A Look at One Agency's Approach to IMC 437

Direct Marketing 438

The Growth of Direct Marketing 438
 The Value of Direct Marketing 439
 Technological, Global, and Ethical Issues in Direct Marketing 440

Ethics and Social Responsibility Alert: Cookies Are a Concern to Canadians 440

- Chapter in Review 441
- Focusing on Key Terms 442
- Discussion and Application Questions 442
- Going Online 443

Video Case 16 UPS: Repositioning a Business with IMC 444



17 Advertising, Sales Promotion, and Public Relations 447

- So, How Would You Like to Be a Canadian AdFarmer? 447
- Types of Advertisements 448
 - Product Advertisements 448
 - Institutional Advertisements 449
- Developing the Advertising Program 450
 - Identifying the Target Audience 450
 - Specifying Advertising Objectives 451
 - Setting the Advertising Budget 451
 - Designing the Advertisement 451
 - Selecting the Right Media 453

Marketing NewsNet: Recency versus Frequency 455

Different Media Alternatives 455

WebLink: IAB of Canada and Internet/Online Advertising 459

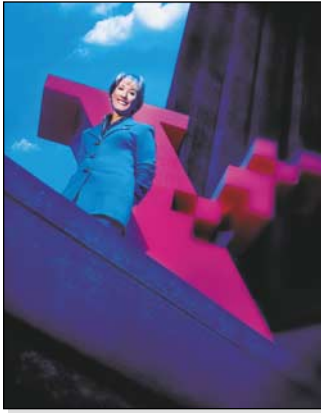
Marketing NewsNet: Advergaming—A New Venue for Advertising 460

- Scheduling the Advertising 460
- Executing the Advertising Program 461
 - Pretesting the Advertising 461
 - Carrying Out the Advertising Program 461
- Evaluating the Advertising Program 462
 - Post-testing the Advertising 462
 - Making Needed Changes 463
- Sales Promotion 463
 - The Importance of Sales Promotion 463
 - Consumer-Oriented Sales Promotions 464
 - Trade-Oriented Sales Promotions 467
- Public Relations 468
 - Public Relations Tools 468

Ethics and Social Responsibility Alert: Is PETA's PR Believable? 469

- Chapter in Review 470
- Focusing on Key Terms 470
- Discussion and Application Questions 471
- Going Online 471

Video Case 17 AdFarm 472



18 Personal Selling and Sales Management 475

- Selling the Way Customers Want to Buy 475
- Scope and Significance of Personal Selling and Sales Management 476
 - Nature of Personal Selling and Sales Management 476
 - Pervasiveness of Selling 476
 - Personal Selling in Marketing 476
 - Creating Customer Value through Salespeople: Relationship and Partnership Selling 477
- The Many Forms of Personal Selling 478
 - Order Taking 478
 - Order Getting 479
 - Customer Sales Support Personnel 480
- The Personal Selling Process: Building Relationships 480
 - Prospecting 481
 - Preapproach 482
 - Approach 483
 - Presentation 483
 - Close 485
- Marketing NewsNet: The Subtlety of Saying Yes in East Asia* 485
- Follow-up 486
- The Sales Management Process 486
 - Sales Plan Formulation: Setting Direction 486
 - Ethics and Social Responsibility Alert: The Ethics of Asking Customers about Competitors* 487
 - Sales Plan Implementation: Putting the Plan into Action 491
 - WebLink: What Is Your Emotional Intelligence?* 492
 - Marketing NewsNet: Sales Training Should Include Gender Intelligence* 493
 - Salesforce Evaluation and Control 494
 - Salesforce Automation and Customer Relationship Management 494
- Chapter in Review 496
- Focusing on Key Terms 497
- Discussion and Application Questions 497
- Going Online 498

Video Case 18 Reebok: Relationship Selling and Customer Value 499

PART 5 MANAGING THE MARKETING PROCESS 502



19 Pulling It All Together: The Strategic Marketing Process 505

- WestJet: Crafting Strategy in an Evolving Marketing Environment 505
- Marketing Basics: Doing What Works and Allocating Resources 506
 - Finding and Using What Really Works 506
 - Allocating Marketing Resources Using Sales Response Functions 507

The Planning Phase of the Strategic Marketing Process	510
The Variety of Marketing Plans	510
Long-Range Marketing Plans	510
Marketing Planning Frameworks: The Search for Growth	512
<i>Marketing NewsNet: A Key Strategy Issue: Finding Synergies</i>	515
Some Planning and Strategy Lessons	517
<i>Marketing NewsNet: Keeping Planning Simple at Big G: “One-Handed” Convenience plus Cover All the Bases</i>	518
<i>WebLink: Want to Be a BCG Consultant? Solve the Trevor’s Toys Online Case</i>	519
The Implementation Phase of the Strategic Marketing Process	519
Is Planning or Implementation the Problem?	519
Increasing Emphasis on Marketing Implementation	520
Improving Implementation of Marketing Programs	521
Organizing for Marketing	523
The Control Phase of the Strategic Marketing Process	525
The Marketing Control Process	525
Sales Analysis	526
Profitability Analysis and ROI Marketing	526
Chapter in Review	527
Focusing on Key Terms	528
Discussion and Application Questions	528
Going Online	528
<i>Video Case 19 WestJet: Canada’s Low-Cost Airline is on the Fly</i>	529
<i>Glossary</i>	531
<i>Chapter Notes</i>	541
<i>Credits</i>	558
<i>Name Index</i>	560
<i>Company/Product Index</i>	562
<i>Subject Index</i>	571