

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**The evolution of the placement  
The application to the cultural product**

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**Papers Area: Marketing Theory and Applications**

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**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)****Abstract**

The attention to the customer's requirements is increasingly and the instruments directed to the customer retention are essential. This view must fall within the analysis and definition of the placement's goals. The research starts from that to take a step forward, overcoming the placement of the firm/product towards the customer and reaching the placement of the supply towards the market, involving every player. Starting from the previous statements the research suggests a model of marketing plan which shows this passage.

**The work's stages are:**

- The **evolution of the placement** within the passage from the marketing of relation to the one "of net"("one to one"- "many to many");
- The positioning proposals as an important instrument for the passage from the analysis to the marketing mix, within the **marketing plan**;
- An **application** of the placement map and of the marketing plan **to the cultural goods**;
- The elaboration of a **model of analysis of the impacts** applied to the case under examination.

**The last stage** of the research concerns the elaboration and the application of a model of evaluation of the impacts in terms of suitable strategies of exploitation. The model lets us compare the present situation (As Is) with the ideal one (To Be), the object is to single out in connection the different elements of the cultural system and of the system of reference, in order to act on them, to remove the negative impacts and to exalt the positive ones in virtue of the casual chain of efficiency.

**Keywords:** placement, positioning, marketing plan, cultural goods, model of analysis of impacts.

**Cases Study:** Cultural Product.

## June 24-26, 2009 Oxford Business & Economics Conference (OBEC)

### Index

<b>Introduction.....</b>	<b>4</b>
<b>1. The evolution of placement.....</b>	<b>4</b>
<b>2. The product and its levels.....</b>	<b>10</b>
<b>3. The Marketing' theories and relational approach: application to positioning.....</b>	<b>13</b>
<b>3.1 The marketing plan.....</b>	<b>15</b>
<b>3.2 The positioning in the passage from analysis to marketing mix policies.....</b>	<b>16</b>
<b>4. The Cultural Product Placement.....</b>	<b>18</b>
<b>4.1 The Integrated Cultural Product: <i>Product Usumer System</i>.....</b>	<b>18</b>
<b>Conclusion.....</b>	<b>20</b>
<b>Appendix:</b>	
<b>(1) The Cultural Product's placement model: multi-variable positioning maps.....</b>	<b>21</b>
<b>(2)The "AS IS – TO BE" model: the Cultural Product's impact analysis.....</b>	<b>22</b>
<b>(3) Application to the Cultural Product: "<i>Villa Campolieto</i>".....</b>	<b>23</b>
<b>Bibliography.....</b>	<b>26</b>
<b>Post Note<sup>i</sup>.....</b>	<b>28</b>

## **June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

### **INTRODUCTION**

The attention to the customer's requirements is increasingly and the instruments directed to the customer retention are essential. This view must fall within the analysis and definition of the placement's goals. The research starts from that to take a step forward, overcoming the placement of the firm/product towards the customer and reaching the placement of the supply towards the market, involving every player. Starting from the previous statements the research suggests a model of marketing plan which shows this passage.

In this paper we tackle of the evolution of the placement within the passage from the marketing of relation (Gummesson, 1998) to the one "of net" ("one to one"- "many to many"), in particular we focus on the positioning proposals as an important instrument for the passage from the analysis to the marketing mix, within the marketing plan. In appendix we present an application of the placement map and of the marketing plan to the cultural goods and the elaboration of a model of analysis of the impacts applied to the case under examination (*Villa Campolieto*). The last stage of the research concerns the elaboration and the application of a model of evaluation of the impacts in terms of suitable strategies of exploitation. The model lets us compare the present situation (As Is) with the ideal one (To Be), the object is to single out in connection the different elements of the cultural system and of the system of reference, in order to act on them, to remove the negative impacts and to exalt the positive ones in virtue of the casual chain of efficiency (Ferri, 2006).

### **1. THE EVOLUTION OF PLACEMENT**

The product placed (Kotler, 2006) on the market by a business aims to: offer an advantage and meet the target, satisfy the target's expectations better than its competitors thanks to its distinctive and quality features, have perceivable elements: the product's image(brand) must

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

be evident and easy to link with its category.

The product's placement shows the way the product is placed in the consumer's mind (Ferrero Giancarlo, 2008) with reference to the mentioned features which determine differed responses.

According to Clancy the positioning concept is variegate or to operating strategic level that. This complexity regards also the marketing literature. In the marketing studies, in fact, not there is unequivocal and homogeneous theoretical of the positioning concept.

The objective of placement<sup>ii</sup> is to make perceivable the product's tangible and intangible features linked to the expected advantages, differentiating the supply from the competitors' one, so to create a lasting preference for the brand from the target. The placement strategy aims to show the product's distinctive features in terms of offered advantages. For this purpose the placement's main function is to show:

- product's physical features,
- product's symbolic features for creating a consumer's identity and sense of belonging, promoting a life style,
- offered advantages which must be tangible and may concern the product's different aspects (p. es. price, quality, safety, prestige),
- price. It must be evident and motivated, for instance a lower price may rely on lower quality or on advantage of costs: it is essential to make perceivable the motivation,
- opposition to competitors,
- product's category to make possible the comparison,
- product's consumers ( p. es. The consumers of *Adventure Holiday Avventura* must have an explorative mind.

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

The features thanks to which the product/brand may be differed to meet the target are:

- physical features;
- symbolic features;
- offered advantages;
- price;
- opposition to one competitor at least;
- link with a products' category;
- identification with a consumers' group;
- identification with an opinion leader;
- consistency of uses' chances<sup>iii</sup>;
- the producer or country of origin's image (brand)<sup>iv</sup>.

The placement may be effective – reached target matches set target - when it is original (exclusive), based on important factors for consumers, and built on features which are hard to be imitate by competitors. The effectiveness rely not only on the identification's potential but also on the communication's *strength* and *coherence*. The placement is “pointed” if the product takes its place at the extremes of the features' scale or “disperse” when the placement isn't clear.

***Cases of pointed position***

McDonald's as fast food  
Kellogg's as breakfast  
Jacuzzi as whirlpool bath

In the choices of placement is necessary to analyse the product attributes' set and the importance attributed , the presence of perceived attributes in the different brands and the

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

factors that determine the perception.

The basis of the ranking are the methodological choices and are: the empirical techniques and sophisticated methodologies. The first are intuitive or qualitative and are based on the study of information gathered through a questionnaire(original) or from published sources (derived). The techniques rely on sophisticated mathematical tools. The results of which are represented by maps which allow the placement visual representation of preferences / expectations of consumers, the positioning of different brands and the presence of possible ideal free placements.

The positioning map can be prepared according to the following steps:

1. identification of the relevant market;
2. definition of product characteristics that have greater weight in the choice of consumption / use by the market / consumer;
3. choice of scale of measurement of attributes;
4. collection of judgements made by consumers on the possession of the set of attributes by the different brands and the importance assigned to that set in the choice of each brand;
5. reduction in the number of variables considered;
6. elaboration of the map, then place the opinions expressed by consumers with regard to the attributes sought and the different brands in the space of two or more dimensions (multidimensional map cd).

The methods used in analysis and processing of information is usually associated techniques to detect the differences perceived (cognitive phase) between the brands and techniques to highlight the attitudes (attitudes phase) compared to the available alternatives.

### June 24-26, 2009 Oxford Business & Economics Conference (OBEC)

The placement map is generally made with multivariate statistical techniques, which are based on analysis of different attributes to evaluate if the consumer takes advantage through the factor analysis and cluster analysis.

To place a product/brand there are different strategies for positioning, as represented in the following table (No. 1).

**Table n° 1:** The *strategies of placement*

<b>Strategy</b>	<b>Characteristics</b>	<b>Cases<sup>v</sup></b>
<b>Conservative</b>	On detain to position. On reinforce the position in respect to customers.	<i>McDonald's</i> is leaders on the fast food and it haven't motive to modify its positioning, too if it launch new products.
<b>Repositioning</b>	On move the perception that the customers have about the brand.	<i>Intimissimi</i> has decide to repositioning on the top, it has refined to communication, stile and it has raised the price, its testimonial is Bellucci.
<b>Putting side by side</b>	On putting side by side to product a new product on the free segment.	<i>Barilla</i> , lines <i>Piccolini</i> or <i>Integrale</i> .
<b>Shift of the preferences</b>	On shift the customers toward the product offered	<i>Tele2</i> compared to its competitors.
<b>Modification of the basis of positioning</b>	On find a new axis with a new dressy characteristic in order to market.	<i>Danone</i> , <i>Danacol</i> is yoghurt that has curative characteristic.

The choice of the strategy must be directed to the operational policies' implementation.

The development processes and environments of the competition<sup>vi</sup> have affected the tools used by companies to be competitive. Furthermore, the continuous technological innovation accelerates and stimulates the processes of change, to resist the competition has become more difficult because there are more and more competitors, such contexts (Martellotti, 2008), consumers (Hereaux A., 2008).

The consumer is always seeking more autonomy and uniqueness, is critical and is increasingly able to take control of their purchase/consumption. Another relevant factor is the

### June 24-26, 2009 Oxford Business & Economics Conference (OBEC)

<<overcrowding of communication>><sup>vii</sup> generating a continuous stream of information that often create "complex". Clearly this has led to increased interest by companies on information coming from the market on its own account and then "what the market thinks of *me*."

The increase of environmental complexity and spurs to the development of competitive<sup>viii</sup> positioning techniques increasingly subtle and complex in order to maintain market position acquired in good time and therefore under control.

The marketing literature<sup>ix</sup> refers to terms that emphasize the strategy of companies to face competition as <<marketing warrior>> <<strategies encirclement, bypass and guerilla warfare, defence and attack>> <<criteria vulnerability, provocation and reprisal>> also authors such as Ries<sup>x</sup> has defined marketing as a "war" and the consumer as "a land of conquest" is terminology such as <<guard>> <<invade the market>>, <<formulate and implement a strategy>> <<establish strategic goals>> <<I identify strengths and weaknesses>> <<forge alliances>> <<conquer and defend the position>> are now part of the studies marketing. Discipline that actually derives from the military as well as strategies.

The issue of positioning can be analysed from different points of view, the purpose here is to highlight the importance of using this tool, but mostly for work amplified the concept.

Traditionally the purpose is to position a product or brand, but in reality, this tool can be used with reference to the whole business system (Golinelli, 2002). In the mind of the target goal you place the human resource, environment, country of origin, the product is also increasingly complex and stratified.

This leads to the following assumption: the product is more and more complex and also the placement rules are complex. Conditions that lead to what Porter (2001) calls "competitive

## June 24-26, 2009 Oxford Business & Economics Conference (OBEC)

convergence<sup>xi</sup>”, namely all the competitors tend to be similar, no one can prevail over all because looking for effectiveness and efficiency based on the same strategies and tools.

### 2. THE PRODUCT AND ITS LEVELS

“The marketing is necessary because of the changes in the strategy or in the environmental competitive that carries to modifications of the culture. The guideline to the marketing must acquire a position centres them in the business system. In order to change the business culture several instruments exist and the marketing must carry out a fundamental role in the realization of this process<sup>xii</sup>” (Bateson J. E. G. e Hoffman D., 2000).

If in past it had sense to distinguish between goods and services during the last few years such distinction has lost significance, this because every good and service are composed from various elements and every product is (in the majority of the cases) constituted or of assets that services. Enough more the criterion of the prevalence of the assets or the services in order not to characterize a product.

The table that follows supports the made affirmation.

**Table n° 2:** *l The product: system of goods and services .*

Need to satisfy	Cases	Product
Meal for the first breakfast	Kellogg's	Good: cereals Service: alimentary advising (web-site)
Night' passing	Best Western	Good: bed Service: concierge's room
Transport	Fiat	Good: car Services: ABS, Satellite Navigator
Wellness	Jacuzzi	Good: bath Service: jacuzzi

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

The cases showed in the table represent only some examples of complex product and concern all areas, whatever kind of need to satisfy. When we say product we want to refer to good and service at the same time. This is explained by the fact that marketing steps – analysis, strategy e policy – have the same rules, this is a result of the environmental evolution . In the table n° 1 we show the product's levels , any level has a different importance for consumer/user but all constitute the whole product, so further is the passage from the placement of the good to the one of the system, in fact:

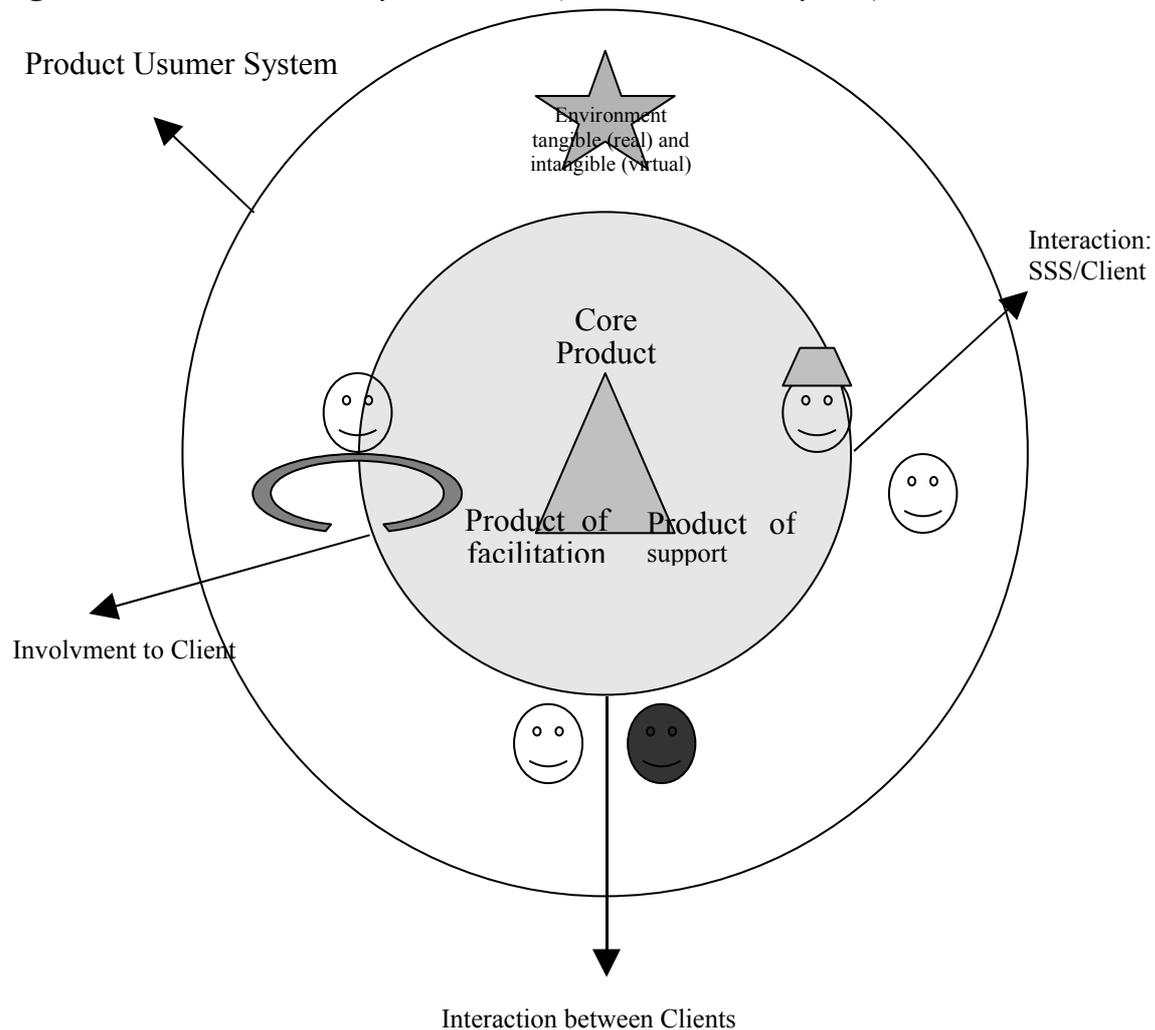
1. Kellogg's is placed for: cereals, diet, internet accessibility, (....).
2. MSC is placet for: transports, overnight stay, foods, (....).
3. Kinder is placet for: chocolate, game drawn from internet.

All services are also constituted by goods, it isn't ever true the contrary, but the new policy to differentiate through additional goods and services.

The new concept of placement, developed in this paper emphasizes the term of system.. It is the PUS (Product Usumer<sup>xiii</sup> System), showed in the following table.

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**Figure n° 1: The Product's layer and PUS (Product Usumer System)**



The PUS is the system's product in which the target is both user and consumer, from which *usumer* (user + consumer).

The product's level are three:

7. The triangle is the core product, product of facilitation and product of support.
8. The grey area is the interaction between SSS (Service Supply System)<sup>xiv</sup> to client. The SSS is composed to back-office<sup>xv</sup>, front-office<sup>xvi</sup>, client<sup>xvii</sup>.

### June 24-26, 2009 Oxford Business & Economics Conference (OBEC)

9. The white area is the tangible (real<sup>xviii</sup>) and intangible (virtual<sup>xix</sup>) environment.

In the “*usumer*”’s mind all element represented is placed, so the strategy of placement must consider all elements which constitute the product<sup>xx</sup>. Let’s consider a restoration product, in the *'usumer's mind doesn't place only the food but also the building, the waitress (attitude, uniform), the atmosphere, the clients, the town and so on, all thing may be in contact with the consumer/user.*

Finally in the development of the strategy the management must consider the prospect of the target range, for example PostaPay<sup>xxi</sup> may be placet positively according to the quality attribute above all for e-commerce users, on the contrary for others it may represent an useless cost..

### 3. THE MARKETING THEORIES AND THE RELATIONAL APPROACH: APPLICATION TO POSITIONING.

At the present time firms apply marketing instruments and strategies: *the one-to-one business relation* fits for producing some lasting relations with customers; *the experience connection* which gives to customers great experiences, involving them in a sensorial way; *the tribal connection*, directed to promote unions among people for sharing the purchasing process.

These patterns start from the assumption that customers are value for a firm so they represent the centre of business actions, recovering the direct relation with the customers.

The firm must be able to establish a process which meets customers’ requirements; it doesn’t sell a product (good and service), it sells a process constituted by goods, services, attitudes. Examples are the nurseries which sell an overnight stay service in addition to their products (plants and flowers); firms which besides a drink offer the vision of a film (picture/ movie) (Coke case), firms which besides a product produce a style of life or a condition. The

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

marketing instruments involve the risk of the homologation of products, supply, images and process, in short of the main business characteristics. Firms can avoid such risk – and this will be the starting-point for the proposals of marketing evolutions in the future – if they let the main aspects of the marketing strategies and instruments (relation, experience and tribal) to join into one philosophy called “personal” marketing.

This consideration star to Gummesson's thesis<sup>xxii</sup> on the relationship marketing, that is economics, cultural and social phenomenon (Gummesson 1998), the author has elaborate the dimensions of the relationships marketing. Its are two:

1. value society: creation to value as optimal outcome of the actors (society players);
2. network society: network structure's organization and society.

The marketing theories must help to understand the actions of the subjects that operate in the market (Alderson, 1965), the students of relational marketing add that not only the offer and demand but all the stakeholders (Mele, 2008).

The relationship marketing (RM) – that is based on interaction into network – it re-enters in the approach of total relationship marketing (TRM) (Gummesson, 1982).

The relational approach considers therefore in all the aspects of the marketing – operating analyses, strategies, policies - must be considered the importance of all the *parts in game* (system actors).

The exposed thesis brings to following assumption: the analyst of the market must adapt himself to the evolutions and developments of the instruments' theory.

Considering the relations as the base of the techniques' analysis, also the positioning and its methods must include the relational vision.

The new marketing prospects<sup>xxiii</sup> envisaged in this dissertation is the dispute about the

### **June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

relationship between the instruments. Considering the requirement to integrate the marketing instruments, also, a strong integration within strategies, instruments and goals, particularly the positioning, instrument in order to pass from the analysis to the operating policies. The positioning is considered, in this paper, the contact between the analysis, the strategy and operative politics. The process integrate themselves into two times: internal, between the management and the humane resources (system), external between the firm system (Product System) and the customers, competitor, media (all actors of system and over-system).

#### ***3.1 The marketing' plan.***

The marketing plan<sup>xxiv</sup> is an important instrument for management, it is employed to define strategies and it's use to elaborate operative politics. In the scheme n° 2 we present a model that emphasizes the role of marketing plan, it is characterized by four parts: analysis, gap analysis, strategy and operative politics.

In general the SWOT<sup>xxv</sup> analysis (Strength, Weakness, Opportunities and Threat), checks on market and firm environmental context . The external analysis' aims to:

- define the target, the passage is from the market to possible segment,
- set the ASA (affair strategic area) (Alvino, 2009), the passage is from the macro-environment (economic, social, cultural, environmental system) to micro-environment (context competitive).

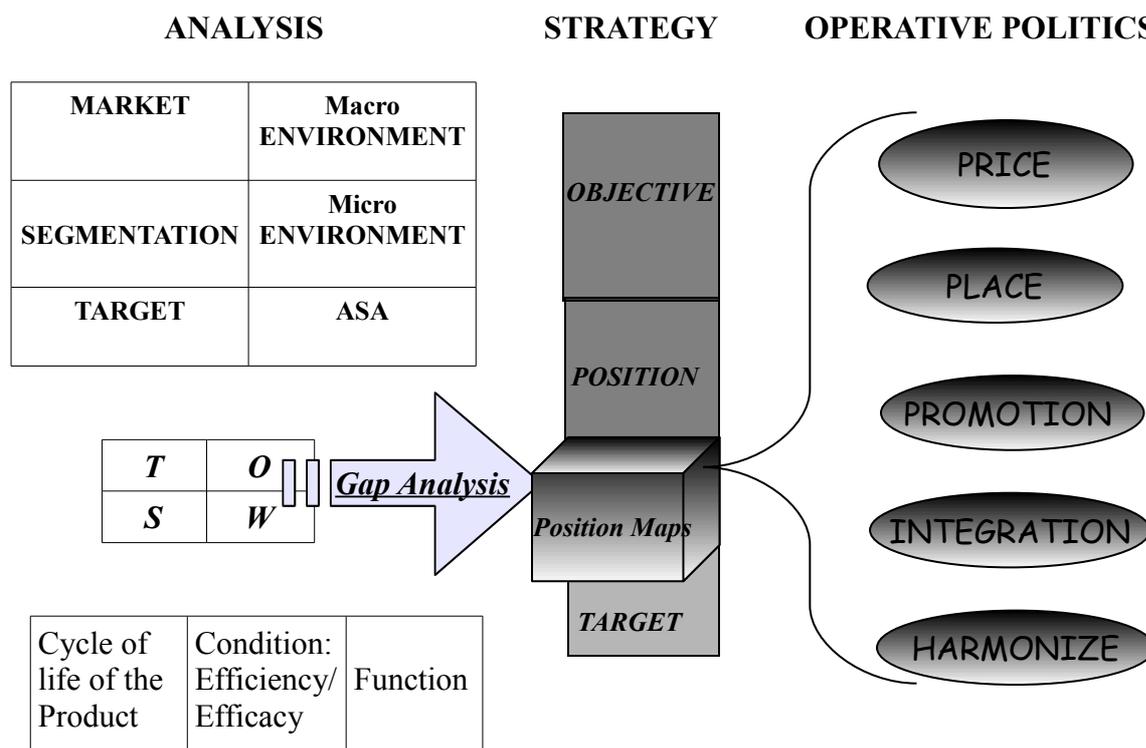
Internal analysis evaluates the factory function, efficiency and efficacy condition and the product's cycle of life.

The gap analysis is the second passage, it points out the gaps between reached objective and estimated objective. The gaps bring to a new strategy, that is the programme and planning on the strategic objective (brief and long period).

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

The strategy defines the position and the select target. The position, in according to paper's theories, is in the plan model an instrument that allows the passage from analysis to marketing politivity.

**Figure n° 2: The Plan of Marketing**

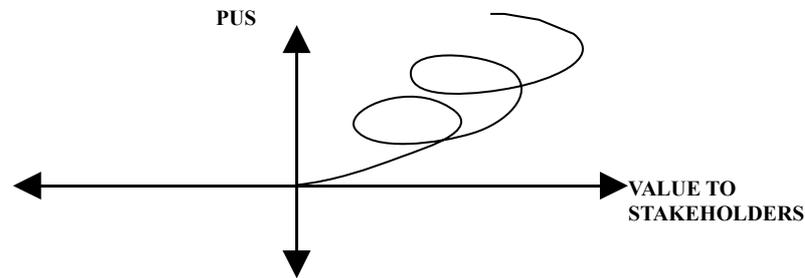


**3.2 The positioning in the passage from analysis to marketing mix policies.**

The main stages of the dissertation are the analysis of the position's map; the examination of the present trends, the proposals for the possible evolutions through the elaboration of the new map's role of position. The analysis of cultural product and the instruments of positioning emphasizes the passage from the linear process to the circular one in the positioning of a product. In the first typology the position's map is created step by step. Later on, the map assumes new shapes (forms) and integrations, which are represented in the figure N°3.

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**Figure n° 3:** *Circular Positioning.*



Main steps in the passage by position map:

1. to set the PUS' characteristics within and outside the firm system; (SWOT ANALYSIS);
2. to check the gap between the acquired characteristics and the future ones; (Gap analysis);
3. to solve the gap by planning the strategies;
4. to individualize the new placement;
5. to develop the operational policies to apply on the basis of the new placement.

The previous statements are applied to cultural product starting from the analysis of the marketing instruments on the one hand, and from the need to integrate the marketing instruments, the positioning ones in particular, on the other hand.

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)****4. THE CULTURAL PRODUCT PLACEMENT.**

The previous statements are applied to cultural product (Solima, 2006) starting from the analysis of the marketing instruments on the one hand, and from the need to integrate the marketing instruments, the positioning ones in particular, on the other hand.

***4.1 The Integrated Cultural Product: Product Usumer System.***

The cultural product is defined, it is based on the made considerations, integrate. The Integrate Cultural Product is represent on the figure n° 3

The Integrated Cultural Product's concept is consistent with PUS (Product Usumer System) and Marketing's Plan we have present.

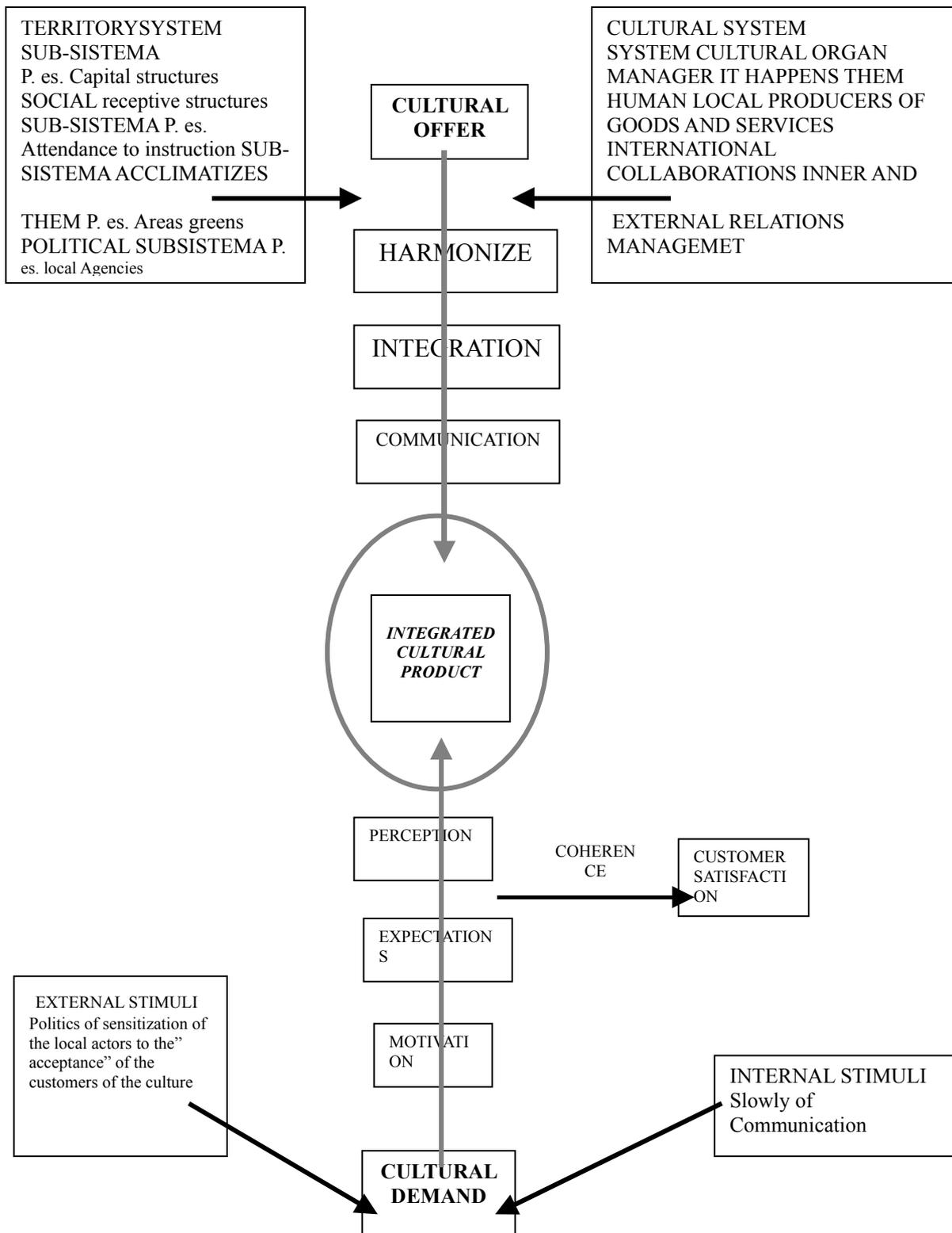
The items of CIP (Cultural Integrated Product) are: cultural offer, territory system and cultural system; cultural demand: external and internal push.

The actions that determine the CIP are:

1. for the offer: it harmonize; it integrate; it communicate.
2. for the demand: it push; it create expectations and perceptions.

**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**Figure n° 4: Integrated Cultural Product**



**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)****CONCLUSION**

The analysis' perspectives and the theories of relational marketing, have generated new reflections on the product in general terms. The reflections on the formula of PUS (Product Usumer System) and CUS (Cultural Usumer System) proposed in this paper have generated some reflections on the marketing instruments: plan of marketing, position's map, analysis AS-IS (actual situation-hypothesis situation).

On the base of the application of the eye-glasses (Gummesson, 2008) we have elaborated and we have presented this tools:

- marketing's plan;
- positioning map;
- “AS-IS” model, that shows the relations between system's parts.

This instruments – on the its application to Cultural Product – are cohered with the evolution of the marketing theories and the territorial marketing theories (Checchinato F., Gazzola P., 2005) in action.

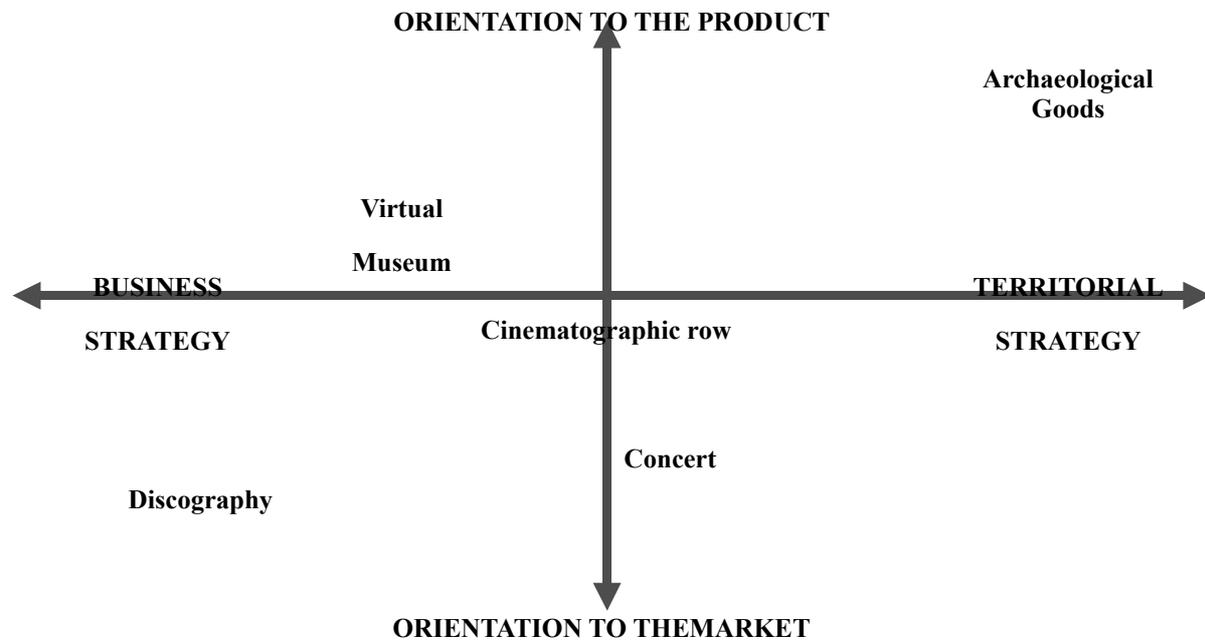
The applications to the cultural product – case: *Villa Campolieto* – have leaded to the remarks: the market wants a complex and integrated product; the companies need of integrated tools in order to “astonish” the market; the relational approach must invest also the elaboration and application of the marketing instruments.

In agreement with the made considerations the positioning, in the within of the marketing plan, assumes a new and innovative role: it leads the analyst of marketing in the process of analysis, planning and elaboration of the operating policies, that its determine the relation between the business system and the *usumer*.

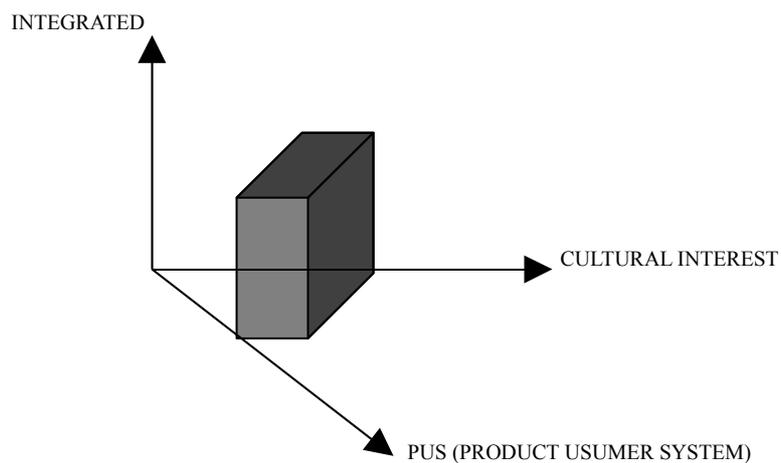
**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**APPENDIX 1: THE CULTURAL PRODUCT'S PLACEMENT MODEL: MULTI-VARIABLE POSITIONING MAPS.**

**Figure n° 5:** *Position's map: two dimensions: Cultural Products<sup>xxvi</sup>.*



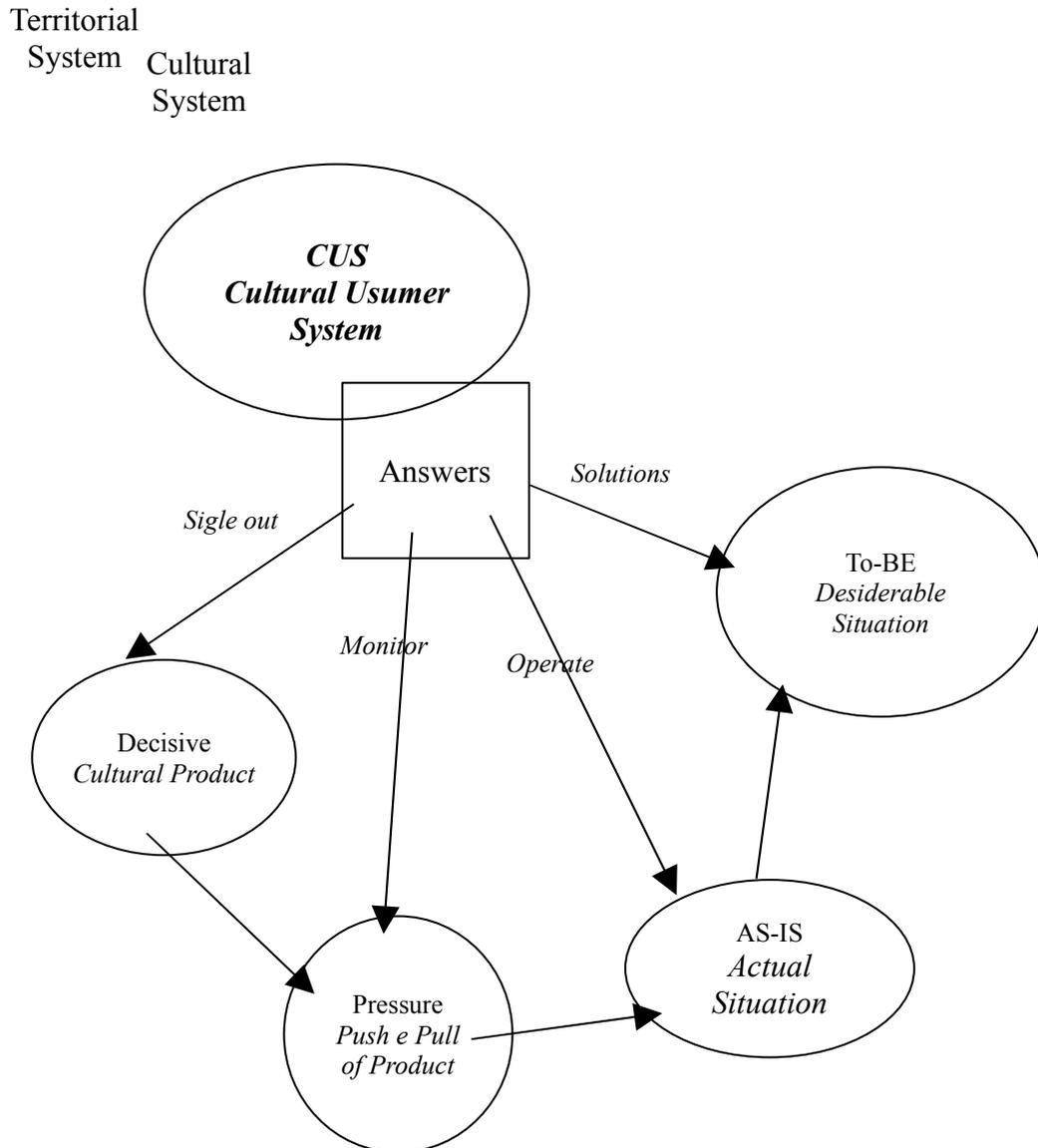
**Figure n° 6:** *Position's map Cultural Product: three dimensions.*



**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**APPENDIX 2 THE “AS IS – TO BE” MODEL: THE CULTURAL PRODUCT'S IMPACT ANALYSIS.**

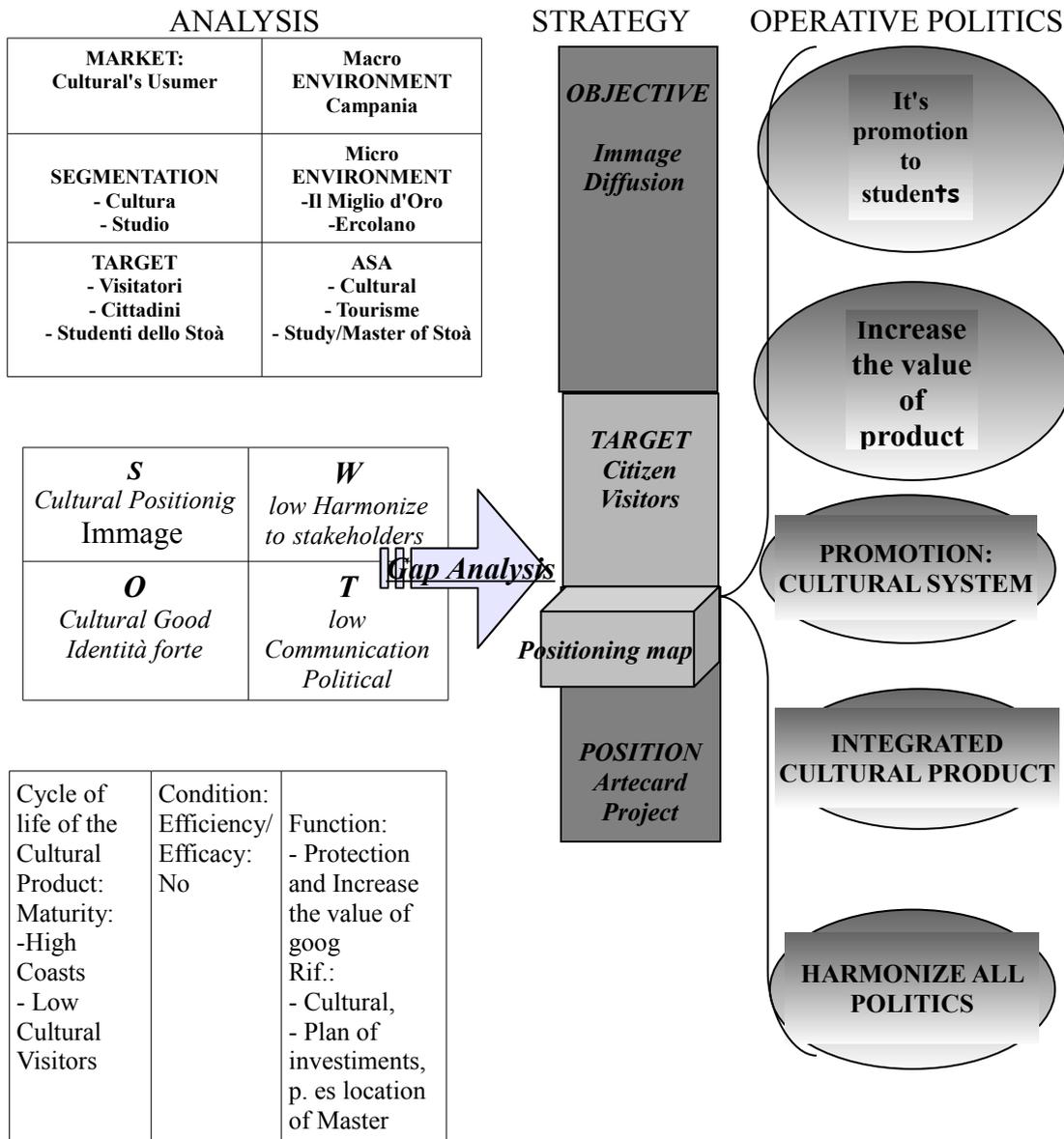
**Figure n° 7: “AS IS – To BE” Model**



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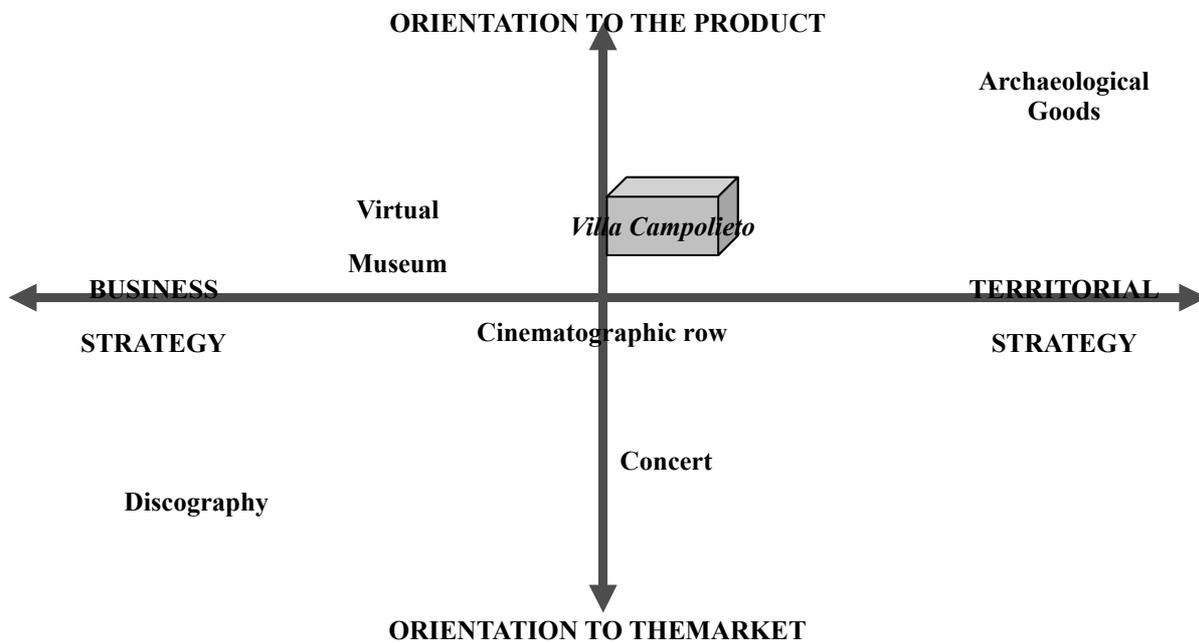
APPENDIX 3 APPLICATION TO THE CULTURAL PRODUCT: “VILLA CAMPOLIETO”

Figure n° 8: The Plan fo Marketing: Application to Villa Campolieto (Villa Vesuviana)



**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

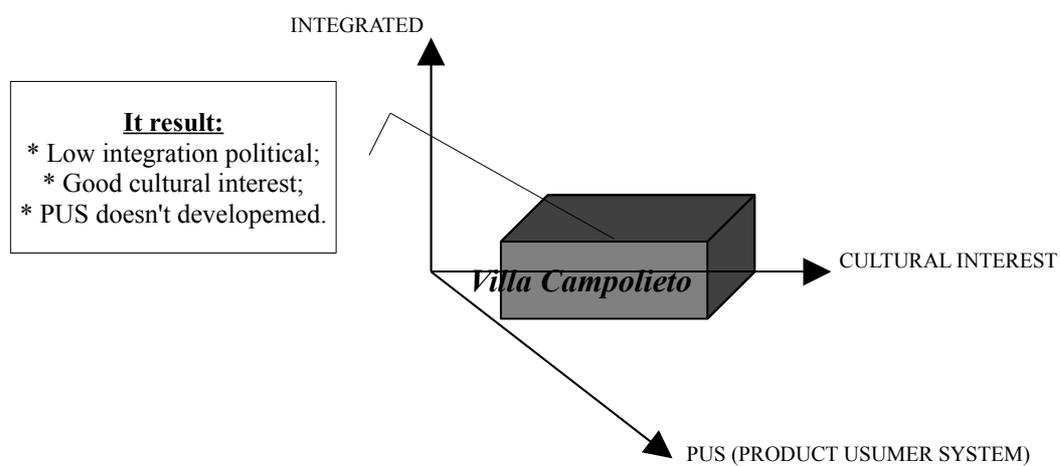
**Figure n° 9:** *Position's map: two dimensions: Cultural Products: Villa Campolieto' Application*



The *Villa Campolieto'* positioning depends to:

- Cultural product's protected;
- Strategies' mix: territorial to cultural product and business (the infrastructure is given in rent all' organizer of the Master' Stoà.

**Figure n° 10:** *Multiple-Variable Position map'*

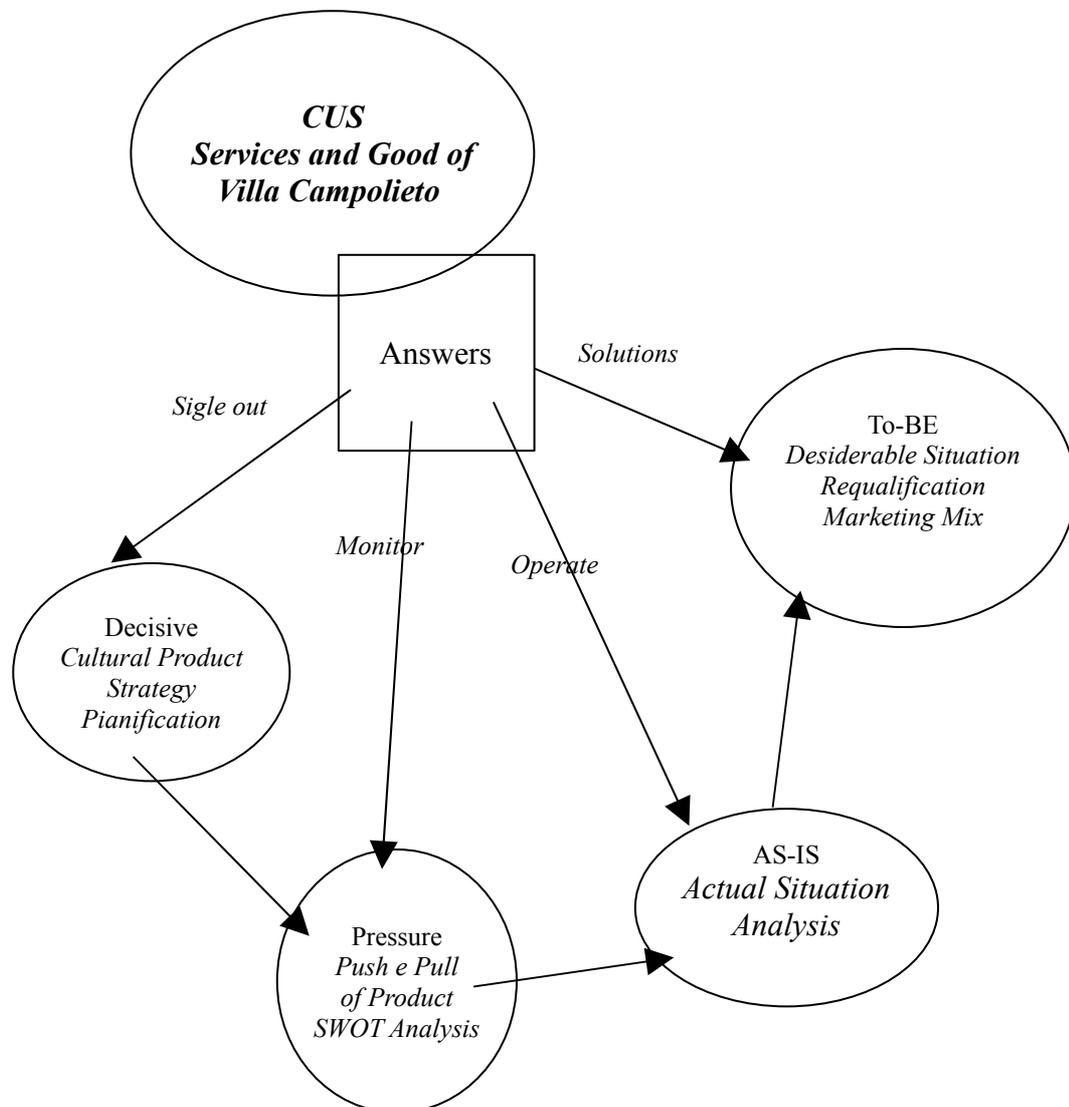


**June 24-26, 2009 Oxford Business & Economics Conference (OBEC)**

**Figure n° 11: “AS IS – To BE” Model: Villa Campolieto Application**

Campania  
Area Vesuviana

Villa  
Campolieto



In the application of the marketing plan and the “AS-ToBe”’s model to Villa Campolieto (product in exam), one finds as the marketing plan is an instrument useful in order to obtain a chain motive “cause and effect” (efficient and effective). It allows a continuous monitoring of the elaborated strategies and the put into effect policies.

## June 24-26, 2009 Oxford Business & Economics Conference (OBEC)

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**i Note di chiusura**

- ii In this paper placement' concept and positioning' concept are synonym.
- iii Case: San Valentine/Baci Perugia.
- iv Case: The Nastro Azzurro' Beer has the product' italian characteristic.
- v The informations on the cases are extract on firms web site.
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- xi Porter M. E., *Strategia e competizione*, Il Sole 24Ore, Milano, 2001, pag. 124.
- xii Bateson J. E. G. e Hoffman K. D., *Gestire il marketing dei servizi*, APOGEO, 2000, pag. 342.
- xiii Usumer: user + consumer
- xiv Bateson J. E. G. e Hoffman K. D., idem
- xv It doesn't see to usumer.
- xvi It's see to 'usumer
- xvii The client is involved into PUS (product usumer system). The client interact to other client, influencing him.
- xviii P. es. a city or a structure for an hotel.
- xix P. es. a site web for an virtual tour.
- xx Product: goods and services
- xxi Italian' Post Product
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