



中国经营管理大学**MBA**高等教育精品课程

## 國際精品課程

### 《市場行銷原理》



**市场营销学**  
MARKETING

精品课程

#### 第一章 理解市場行銷和市場行銷過程

今天，成功的公司都強調以顧客為中心，並強調市場行銷觀念。行銷包括許多活動：市場調查、產品開發、分銷、定價、廣告以信個性化銷售等。這些活動在服務和滿足顧客需要的同時，還要滿足組織的目標。

# 全国Mini-MBA职业经理双证班



精品课程 权威双证 全国招生 请速充电

你可能准备跳槽或者求职, 却为缺少行业经验和专业证书而被用人单位百般挑惕!

你可能目前衣食无忧, 但随着年龄的增长和社会竞争压力的增大, 因为得不到专业的全新培训而失去竞争的机会和面临被淘汰的危机。

美华教育携手中国经济管理大学面向全国举办迷你 MBA 职业经理双证书班, 毕业颁发双证书。

## 招生专业及其颁发证书

认证项目	颁发双证	学费
全国《职业经理》MBA 高等教育双证书班	高级职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《人力资源总监》MBA 双证书班	高级人力资源总监职业经理资格证书+2 年制 MBA 高等教育研修证书	1280 元
全国《市场总监》MBA 高等教育双证书班	高级市场总监职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《酒店经理》MBA 高等教育双证班	高级酒店管理职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《营销经理》MBA 高等教育双证班	高级营销经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《企业培训师》MBA 高等教育双证班	企业培训师高级资格认证毕业证书+2 年制 MBA 高等教育研修证书	1280 元
全国《财务总监》MBA 高等教育双证班	高级财务总监职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《品质经理》MBA 高等教育双证班	高级品质管理职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《生产经理》MBA 高等教育双证班	高级生产管理职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《营销策划师》MBA 双证书班	高级营销策划师高级资格认证证书+2 年制 MBA 高等教育研修证书	1280 元
全国《物流经理》MBA 高等教育双证班	高级物流管理职业经理资格证书+2 年制 MBA 高等教育结业证书	1280 元
全国《项目经理》MBA 高等教育双证班	高级项目管理职业经理资格证书+2 年制 MBA 高等教育研修结业证书	1280 元
全国《企业总经理》MBA 高等教育双证班	全国企业总经理高级资格证书+2 年制 MBA 高等教育研修结业证书	1280 元



**【授课方式】** 全国招生、函授学习、权威双证

我校采用国际通用3结合的先进教育方式授课（远程函授+教学电子光盘自修+网络学院持续视频学习）



**【颁发证书】** 学员毕业后可以获取权威双证书与全套学员学籍档案

- 1、毕业后可以获取相应专业钢印《高级职业经理资格证书》;
- 2、毕业后可以获取2年制的《MBA研究生课程高等教育研修结业证书》;



## 【证书说明】

1. 证书加盖中国经济管理大学钢印和公章（学校官方网站电子注册查询、随证书带整套学籍档案）；
2. 毕业获取的证书与面授学员完全一致，无“函授”字样，与面授学员享有同等待遇，证书是学员求职、提干、晋级的有效证明；。



## 【学习期限】

3个月（允许有工作经验学员提前毕业，毕业获取证书后学校仍持续辅导2年）



## 【收费标准】

全部费用1280元（含教材光盘、认证辅导、注册证书、学籍注册等全部费用）

函授学习为你节省了大量的宝贵的学习时间以及昂贵的MBA导师的面授费用，是职业经理人首选的学习方式。



## 【招生对象】

- 1、对管理知识感兴趣，具有简单电脑操作能力（有2年以上相应工作经验者可以申请提前毕业）。
- 2、年龄在20—55岁之间的各界管理知识需求者均可报名学习。



## 【教程特点】

- 1、完全实战教材，注重企业实战管理方法与中国管理背景完美融合，关注学员实际执行能力的培养；
- 2、对学员采用1对1顾问式教学指导，确保学员顺利完成学业、胸有成竹的走向领导岗位；
- 3、互动学习（专家、顾问24小时接受在线咨询，第一时间回答学员的提问和咨询）



## 【考试说明】

1. 卷面考核：毕业试卷是一套完整的情景模拟试卷（与工作相关联的基础问卷）
2. 论文考核：毕业需要提交2000字的论文（学员不需要参加毕业论文答辩但论文中必修体现出5点独特的企业管理心得）
3. 综合心理测评等问卷。



## 【颁证单位】

中国经济管理大学经中华人民共和国香港特别行政区批准注册成立。目前中国经济管理大学课程涉及国际学位教育、国际职业教育等。学院教学方式灵活多样，注重人才的实际技能的培养，向学员传授先进的管理思想和实际工作技能，学院会永远遵循“科技兴国、严谨办学”的原则不断的向社会提供优秀的管理人才。



## 【承办单位】

美华管理人才学校是中国最早由教委批准成立的“工商管理MBA实战教育机构”之一，由资深MBA教育专家、教育协会常务理事徐传有教授担任学校理事长。迄今为止，已为社会培养各类“能力型”管理人才近10万余人，并为多家企业提供了整合策划和企业内训，连续13年被教委评选为《优秀成人教育学校》《甲级先进办学单位》。办学多年来，美华人独特的教学方法，先进的教学理念赢得了社会各界的高度赞誉和认可。



## 【咨询电话】

13684609885 0451--88723232

## 【咨询教师】

王海涛 郑毅 王耀辉



## 【报名须知】

- 1、报名时请直接邮寄4张2寸免冠近照（要求蓝色背景）和一张身份证复印件
- 2、报名登记表格下载后详细填写并发送邮件至 [xchy007@163.com](mailto:xchy007@163.com) 或者传真至0451—88342620
- 3、交费后及时电话通知招生办确认，以便于收费当日学校为你办理教材邮寄等入学手续。



## 【报名地址】

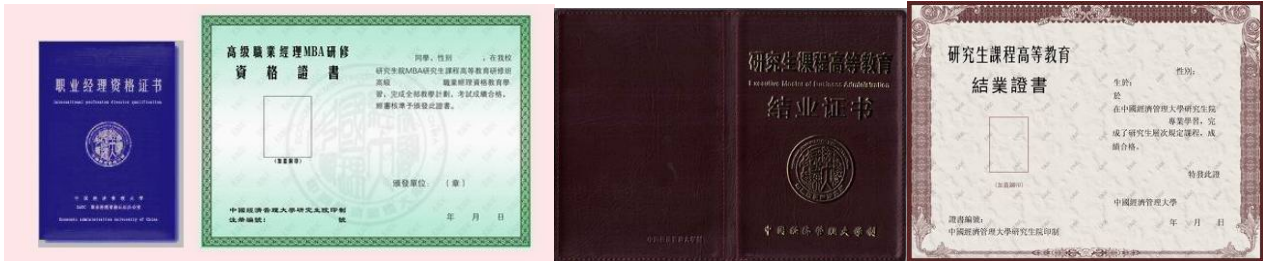
哈尔滨市道外区南马路 120 号职工大学 109 室美华教育（ 邮政编码：150020）



## 【证书样本】(全国招生 函授学习 权威双证 请速充电)

(高级职业经理资格证书样本)

(两年制研究生课程高等教育结业证书样本)



## 【学费缴纳方式】

方式一	邮局邮寄	邮寄地址：哈尔滨市道外区南马路 120 号职工大学 109 室 邮政编码：150020
方式二	学校帐号	学校帐号：184080723702015 开户银行：哈尔滨银行龙江支行 企业户名：哈尔滨市道外区美华管理人才学校
方式三	交通银行 (太平洋卡)	帐号：40551220360141505 户名：王海涛 开户行：交通银行哈尔滨分行信用卡中心
方式四	邮政储蓄 (存折)	帐号：602610301201201234 户名：王海涛 开户行：哈尔滨道外储蓄中心
方式五	中国工商银行 (存折)	帐号：3500016701101298023 户名：王海涛 开户行：哈尔滨市道外区靖宇支行

可以选择任意一种方式缴纳学费，建议使用第五种方式（中国工商银行，比较方便快捷）收到学费的当天，学校就会用邮政特快的方式为你邮寄教材和考试问卷。

# 全国职业经理MBA双证班

## 精品课程 火热招生

函授学习 权威双证 全国招生 请速充电

**认证系列：**高级职业经理资格认证、人力资源总监、营销经理、财务总监、企业培训师、酒店经理、品质经理、生产经理、物流经理、项目经理、市场总监、营销策划师等学习认证系列。

**颁发双证：**通用高级经理资格证书 + MBA 高等教育研修结业证书 (含 2 年全套学籍档案)

**证书说明：**证书全国通用、国际互认、电子注册，是提干、求职、晋级、移民的有效依据

1280

元

**学习期限：**3 个月 (允许工作经验丰富学员提前毕业)    **收费标准：**全部学费

**咨询电话：**13684609885    0451- 88723232    传真：88342620    邮箱：[xchy007@163.com](mailto:xchy007@163.com)

**学校网站：**[www.mhjj.net](http://www.mhjj.net)    **颁证单位：**中国经济管理大学    **承办单位：**美华管理人才学校

## 全国招生   函授教育   颁发双证   权威有效





# 中國經濟管理大學MBA高等教育精品課程

行銷正竭盡全力向顧客保證提供更多的價值吸引新顧客，通過向顧客讓渡更多價值和滿意留住現有顧客。

行銷在動態的世界環境裏進行，快速的變化會使昨天的獲勝策略不再適用。為了成功，公司必須是強烈以市場為導向。

## 1、給出行銷的定義並討論其核心概念

行銷是通過創造和交換產品和價值，從而使個人或群體滿足欲望和需要的社會和管理過程。其核心概念包括：需要、欲望和需求，產品和服務，價值、滿意和品質，交換、交易和關係，以及市場。

## 2、解釋顧客價值、顧客滿意和品質之間的關係

顧客根據自己對產品和服務的感知價值做出購買選擇。顧客價值指顧客擁有和使用某種產品所獲得的利益與為此所需成本之間的差別。如果產品具有良好的價值，它將使顧客滿意。品質的概念與滿意概念很接近。品質不僅意味著無缺陷，而且意味著產品提供了顧客正在追求的滿意。

顧客滿意取決於產品的感知使用效果，這種感知效果與顧客的期望密切相關。顧客的滿意與品質密切相關，許多公司都在開展全面品質管制（TQM）活動。當人們決定通過交換過程滿足個體戶和需要的時候，行銷活動就出現了。除了短期的交換行為，行銷人員需要與有價值的顧客、分銷商、代理商和供應商建立一種長期的關係。

## 3、為行銷管理下定義，討論行銷人員該如何管理需求，以及如何建立良好的客戶關係。

行銷管理通過分析、計畫、執行和控制一定的程式，與目標顧客建立和保持有利的交換關係。管理需求就是管理顧客。除了制定吸引新顧客的策略並與他們進行交易以外，今天的公司更專注於留住現有顧客並通過向他們讓渡更多價值和滿意來建立起長期的互惠關係。

## 4、比較五種不同的行銷管理理念

行銷管理可能由五種不同的理念來指導。生產觀念認為顧客喜歡那些能買到、並且買得起的產品；產品觀念認為，顧客喜歡高品質的產品，如果產品足夠好，幾乎不需要什麼促銷活動。推銷觀念假定銷售和促銷活動是最重要的，由此才能刺激出適當的需求。行銷觀念的基本思想是一個公司要獲得競爭優勢，就要深刻理解目標市場的欲望和需要，據此做好工作以使顧客滿意。社會行銷觀念是行銷觀念的擴展，即不僅要滿足顧客的現時需要，而且要考慮其長期的社會福利問題。

## 5、分析行銷人員在未來將要面臨的主要挑戰

行銷舞臺的巨大變化提供了許多機會和挑戰。行銷的最大發展可以概括成一個主題：連接。公司可以利用電腦、電信、資訊、交通和其他連接技術領域的快速進展來瞭解和跟蹤顧客，與顧客進行廣泛溝通或一對一的溝通。行銷人員不斷轉變他們對與顧客、行銷夥伴和周圍世界連接的定義。他們更仔細地選擇自己的顧客，並把關係發展得更緊密、更持久。他們還認識到孤軍作戰不可能成功，因此開始與其他公司和部門緊密聯繫，以便於為顧客讓渡更多價值。他們對與世界廣泛連接有了全新的認識，帶來進一步的全球化，對社會和環境的更



# 中國經濟管理大學MBA高等教育精品課程

多關注和更強責任感，以及行銷在非營利事業和公益事業的更廣泛應用。全新的互聯世紀為有遠見行銷人員提供了令人激動的可能性。

## 關鍵概念和原則

行銷同其他職能相比更多地涉及到顧客，理解、創造、溝通、讓渡顧客價值和滿意是現代行銷思想與實踐的核心內容。行銷是在某種利潤水準下讓顧客滿意。行銷的兩個目標包括向顧客承諾高價值來吸引新顧客，以及讓顧客滿意來留住現有顧客。

今天，行銷不能再按傳統的方式理解為“勸說和推銷”，而應是滿足顧客需求。

行銷是通過創造和交換產品及價值，從而使個人或群體滿足欲望和需要的社會和管理過程。

行銷的基石是人類的需要（need），這些需要不是行銷人員創造的，而是人類所固有的。

欲望（want）是由需要派生出的一種形式，它受社會文化和人們個性的限制。

當考慮到支付能力的時候，欲望就轉換為需求（demand）。

善於行銷的公司總是盡可能深入地瞭解顧客的需要、欲望和需求。

在成功行銷的公司中，各層次人員都直接與顧客接觸，以便真正瞭解他們的需要、欲望和需求。

人們利用產品（product）來滿足需要和欲望。除了有形的物品，產品還包括服務（service）。更廣泛的產品定義還包括經驗、個人、地點、組織、資訊和思想等。

許多銷售商過多地注重實物產品本身，而忽視了產品所提供的利益，這往往會導致錯誤。

一般來說，顧客是根據自己對產品和服務的感知價值做出購買選擇的。

顧客價值指顧客擁有和使用某種產品所獲得的利益與為此所需成本之間的差額。

顧客常常並不是很精確地分析某種產品的價值和成本，而是根據他們的感知價值行事。

顧客滿意取決於產品的感知使用效果，這種感知效果與顧客的期望密切相關。

對公司來說，關鍵的問題是使顧客的期望與公司的活動相匹配。

顧客滿意與品質密切相關，近年來，許多公司都在開展全面品質管制（total quality management TQM）活動，以便不斷提高產品品質、服務品質和整個行銷過程的品質。

當人們開始通過交換（exchange）來滿足欲望和需求的時候，就出現了行銷。

交換是行銷的核心概念，而交易（transaction）則是行銷的度量單位。

交易行銷（transaction marketing）是範圍更寬的關係行銷（relationship）的一部分。行銷人員除了要創造短期的交易以外，還需要與有價值的顧客、分銷商、零售商及供應商建立長期的關係。

市場（market）指某種產品的實際購買者和潛在購買者的集合。市場規模取決於具有這種需要及支付能力，並且願意進行交換的人的數量。行銷人員要對市場有敏銳的洞察力。

市場的概念最終使我們完成了行銷概念的整個迴圈。行銷就是要管理市場，促成滿足人們欲望和需要的交換。

行銷的核心內容包括產品的研究與開發、溝通、分銷、定價以及服務等。

行銷管理（marketing management），是指為了實現組織目標而設計的各種分析、計畫、執行和控制活動，



# 中国经济管理大学MBA高等教育精品课程

以便建立和維持與目標顧客互惠的交換關係。行銷管理涉及到對需求的管理，而需求管理又與顧客關係管理相關。

行銷管理必須找出適當的方式來處理各種不同的需求狀態。

需求管理實際上也是顧客管理。一個公司的需求來自兩個群體；新顧客群和重複採購的老顧客群。行銷管理的焦點已逐漸轉移到維持有價值的老顧客並與之建立長期的互惠關係上。

所有的企業都在運用行銷，而它們行銷實踐的方式卻有很大差別。行銷實踐通常經歷三個階段：創業行銷、規範化行銷和企業內行銷。

組織在進行行銷活動時可能採用以下五種觀念；即生產觀念、產品觀念、推銷觀念、行銷觀念和社會行銷觀念。

生產觀念（production concept）的基本觀點是：顧客會接受任何他能買到、並且買得起的產品。因此，管理的主要任務就是提高生產和分銷的效率。這種觀念是最早的行銷思想。它的基本假設是：顧客喜歡品質最好、操作性最強、創新功能最多的產品。因此，公司應該集中力量改進產品。產品觀念還會導致行銷近視症。

推銷觀念（selling concept）的基本假設是：如果組織不進行大規模的促銷和推銷，顧客就不會購買足夠多的產品。這種觀念在“非尋求類商品（unsought goods）”的生產廠商中尤為盛行。大多數公司在生產能力過剩時都遵循推銷觀念，它們的目標是銷售出製造的產品而非市場需要的產品。

行銷觀念（marketing concept）認為，實現組織目標的關鍵在於正確確定目標市場的欲望和需要，並比競爭者更有效地滿足顧客的欲望和需要。

推銷觀念和行銷觀念很容易混淆。許多成功的著名公司都採用了行銷觀念。履行行銷觀念通常不是簡單地對顧客已表達出的願望和明顯的需求做出回應。

社會行銷觀念（societal marketing concept）認為，組織應該確定目標市場的欲望、需要和利益，然後向顧客提供超值的產品和服務，以便改善顧客和社會的福利。社會行銷觀念是五種行銷管理理念中最新的觀念。

如今行銷的最大發展可以概括成一個主題：連通性（connectedness）。

連接技術徹底的改變使行銷人員不得不重新定義他們與市場的連接，包括與顧客的連接、公司內外合作夥伴的連接以及與周圍世界的連接。

電腦、電信、資訊、交通和其他連接技術領域的快速進展對公司向顧客讓渡價值的方式有巨大影響。

推動連接時代最驚心動魄的新技術也許就是互聯網。互聯網之所以受歡迎是因為它是一種支援新業務模式的技術。各種各樣的公司現在都嘗試著在互聯網上爭取新客戶。

在行銷領域最深刻的新進展就是現今公司與顧客連接方式的變化。

顯著的差異和全新的顧客連接方式意味著更進一步的市場細分。

公司在尋找一些嶄新方式讓渡更多的價值，還仔細評價顧客帶給公司的價值，它們希望只同那些能讓公司贏利的顧客連接。

在公司越來越有選擇地挑選它們要服務的那些顧客的同時，也以更好的、更持久的方式為他們服務。

最近幾年來，重點已經轉移到通過提供更高程度的顧客滿意和價值，維持現有顧客並且與他們建立持久的關係。

許多公司也利用新技術與顧客更直接地連接。直銷又興旺起來了。直銷重新定義了和銷售者連接的購買者



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角色。顧客不再是公司單項行銷活動的目標，而是促成行銷活動的參與者。

今天，有前瞻性的公司將所有部門連接起來，以便創造顧客價值。

通過供應鏈管理（supply chain management），今天的許多公司加強了同供應鏈上所有夥伴之間的聯繫。

如今的公司發現想擁有更好的業績還需要戰略合作夥伴。

許多戰略聯盟都採取行銷聯盟（marketing alliance）的形式，包括產品聯盟或者服務聯盟。

隨著世界越變越小，許多行銷人員現在能夠與他們的顧客和行銷夥伴進行全球的連接。

世界各國的管理人員現在都以全球化而不是本地的視角看待公司所在的行業、競爭者和行銷機會。

行銷人員正在重新考察他們同社會價值、社會責任以及我們生活的地球的連接。今天的行銷人員需要為他們的行為對社會和環境造成的影響負起更大的責任。

越來越多不同的組織都通過行銷與顧客和其他重要的支持者進行聯繫。

## CHAPTER 1

### MARKETING IN A CHANGING WORLD: CREATING CUSTOMER VALUE AND SATISFACTION

#### Summary

Marketing is part of all of our lives and touches us in some way every day. To be successful each company that deals with customers on a daily basis must not only be customer-driven, but customer-obsessed. The best way to achieve this objective is to develop a sound marketing function within the organization.

Marketing is defined as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. Marketing is a key factor in business success. The marketing function not only deals with the production and distribution of products and services, but it also is concerned with the ethical and social responsibility functions found in the domestic and global environment. Marketers must also be aware of customer value and customer satisfaction and make these concepts a central part of the firm's strategic plan.

Marketing must also be aware of and respond to change. Four of the greatest changes that have had an impact on the way companies bring value to their customers are the explosive growth of the computer, the Internet, telecommunications, and information technology. Marketing and its core concepts, the exchange relationship, the major philosophies of marketing thought and practice, and





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marketing challenges in the new "connected" millennium are the major topics presented in this introductory chapter. There is a special emphasis on connectedness and the technologies for accomplishing connections

## Keywords and principle

Creating customer value and satisfaction are at the very heart of modern marketing thinking and practice.

Marketing is defined as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.

Human needs are the most basic concept underlying marketing. A human need is a state of felt deprivation. A human want is the form that a human need takes as shaped by culture and individual personality. Demands are human wants that are backed by buying power.

A product is anything that can be offered to a market to satisfy a need or want. The concept of product is not limited to physical objects and can include experiences, persons, places, organizations, information, and ideas.

"Marketing myopia" is caused by shortsightedness or losing sight of underlying customer needs by only focusing on existing wants.

Customer value is the difference between the values that the customer gains from owning and using a product and the costs of obtaining the product. Customers do not often judge product values and costs accurately or objectively—they act on perceived value.

Customer satisfaction depends on a product's perceived performance in delivering value relative to a buyer's expectations. If performance exceeds expectations, the buyer is delighted (certainly a worthy goal of the marketing company).

The term total quality management (TQM) is an approach in which all the company's people are involved in constantly improving the quality of products, services, and marketing processes.

Marketing occurs when people decide to satisfy needs and wants through exchange. Exchange is the act of obtaining a desired object from someone by offering something in return.

Whereas exchange is a core concept of marketing, a transaction (a trade of values between two parties) is marketing's unit of measurement. Most involve money, a response, and action.

Transaction marketing is part of a larger idea of relationship marketing. The goal of relationship marketing is to deliver long-term value to the customer and thereby secure customer satisfaction and retention of patronage.

The concepts of exchange and relationships lead to the concept of a market. A market is the set of



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actual and potential buyers of a product.

The concept of markets brings one full circle to the concept of marketing. A modern marketing system includes all of the elements necessary to bring buyers and sellers together. This might include such activities as product development, research, communication, distribution, pricing, and service.

Marketing management is defined as the analysis, planning, implementation, and control of programs designed to create, build, and maintain beneficial exchanges with target buyers for the purpose of achieving organizational objectives.

Marketing management is concerned not only with finding and increasing demand, Managing demand means managing customers. Demand comes from new customers and repeat customers. Today, besides making efforts to attract new customers, marketers are going all out to retain and build relationships with existing customers.

The key to successful customer retention is superior customer value and satisfaction .Marketing practice often passes through three stages: Entrepreneurial marketing, Formulated marketing, Intrepreneurial marketing.

There are five alternative concepts under which organizations conduct their marketing activities: the production, product, selling, marketing, and societal marketing concepts.

The production concept holds that consumers will favor products that are available and highly affordable and that management should, therefore, focus on improving production and distribution efficiency. This is one of the oldest philosophies that guides sellers.

The product concept states that consumers will favor products that offer the most quality, performance, and features, and that the organization should, therefore, devote its energy to making continuous product improvements.

The product concept can also lead to "marketing myopia,".

Many organizations follow the selling concept. The selling concept is the idea that consumers will not buy enough of the organization's products unless the organization undertakes a large-scale selling and promotion effort.

The marketing concept holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do.

The marketing and selling concepts are often confused.

Many companies claim to adopt the marketing concept but really do not unless they commit to market-focused and customer-driven philosophies.



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The societal marketing concept holds that the organization should determine the needs, wants, and interests of target markets. It should then deliver the desired satisfactions more effectively and efficiently than competitors in a way that maintains or improves the consumer's and the society's well-being.

Technological advances, rapid globalization, and continuing social and economic shifts--all are causing profound changes in the marketplace.

The major marketing developments as we enter the new millennium can be summed up in a single theme: connectedness.

The major force behind the new connectedness is technology. The boom in computer, telecommunications, and information technology, as well as the merging of these technologies, has had a major impact on the way businesses bring value to their customers.

The Information Superhighway (and its backbone--the Internet) will link customers to companies in ways that were unimagined only a few years ago.

The Internet is a vast and burgeoning global web of computer networks, with no central management or ownership. The user-friendly World Wide Web has changed us all.

New applications include: Internet--connecting with customers. Intranets--connecting with others in the company. Extranets--connecting with strategic partners, suppliers, and dealers.

Today, most marketers are realizing that they don't want to connect with just any customers. Instead, most are targeting fewer, potentially more profitable customers.

Greater diversity and new consumer connections have meant greater market fragmentation. At the same time, companies are analyzing the value of the customer to the firm.

Connect for a customer's lifetime.

Today, beyond connecting more deeply, many companies are also taking advantage of new technologies that let them connect more directly with their customers.

Direct marketing is redefining the buyer's role in connecting with sellers.

Connecting inside the company--traditionally, marketers have played the role of intermediary, charged with understanding customer needs and representing the customer to different company departments, which then acted upon these needs.

Connecting with outside partners--most companies today are networked companies, relying heavily on partnerships with other firms.

Supply chain management-- stretching from raw materials to components to final products that are carried to final buyers. Each member of the supply chain creates and captures only a portion of the total value generated by the supply chain.

Strategic alliances--companies need strategic partners.



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Marketers are taking a fresh look at how they connect with the broader world around them. geographical and cultural differences and distances have shrunk dramatically in the last decade. Today, almost every company, large or small, is touched in some way by global competition.

Connections with our values and social responsibilities--as the worldwide consumerism and environmentalism movements mature, today's marketers are being called upon to take greater responsibility for the social and environmental impact of their actions.

Broadening connections--marketing can be used to connect with customers and Smart marketers of all kinds are taking advantage of new opportunities for connecting with their customers, marketing partners, and the world around them.

## 第二章 戰略計畫與行銷過程

市場行銷有助於戰略計畫，而公司整體計畫定義了行銷在公司中的地位和作用。雖然有關戰略計畫的眾多討論都集中在大公司，小企業同樣可以從合理的戰略計畫中受益匪淺。

### 1、解釋公司範圍的戰略計畫及其四個步驟

戰略計畫就是為公司的長期生存和發展而制定戰略。它包括四個步驟：定義公司使命、設定目標、規劃業務組合和制定職能計畫。定義明確的公司使命從起草正式的使命陳述開始。然後使命被轉化為具體詳盡的支援性目標，以指引整個公司。根據這些目標，公司最高層開始規劃業務組合，決定什麼產品或業務應當得到更多或更少的資源。與之對應，各個業務和產品單位必須制定詳細的行銷計畫，並保證與公司整體計畫保持一致。全面、合理的行銷計畫通過對特定機會的詳細闡述來支持公司的戰略計畫。

### 2、討論如何規劃業務組合，如何制定成長戰略

管理層依據公司的使命陳述和目標來對業務組合進行計畫。為了能夠制定一個使公司的優勢、劣勢與環境實現最優匹配的業務組合，公司必須分析、調整當前的業務組合，並制定成長戰略以向組合中增添新產品或新業務。公司可以使用像 BCG（波士頓諮詢集團）增長一份額矩陣這樣的標準業務計畫方法。但是，現在很多公司採用更加定制化的組合計畫方法以更好地適應公司獨特的情況。產品—市場擴展方格提供了四種可能的成長路徑；市場滲透、市場開發、產品開發和多角化。

### 3、解釋職能計畫戰略和行銷在戰略計畫中的地位、作用

戰略目標一經確定，各業務單位的管理人員就必須準備一系列協調行銷、財務、動作和其他部門的職能計畫。公司的成功，取決於各個部門給予顧客增值活動的績效和各部門協同一致為顧客服務的有效性。各個部門對於什麼目標、什麼活動最重要有著不同的見解。行銷部門強調消費者立場的重要性，而運作部門可能更關心降低生產成本。為了最優地實現公司的整體戰略目標，行銷經理必須理解其他職能部門看待問題的視角。

行銷在戰略計畫過程中起著重要的作用。

### 4、描述行銷過程和影響因素

行銷過程將消費者的需要與公司的能力和目標相匹配。行銷組合由產品、價格、分銷和促銷決策構成。

### 5、列出行銷管理的職能，包括行銷計畫的要素





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為了制定最優的行銷組合並付諸實施，公司需要從事行銷分析、計畫、實施和控制工作。行銷計畫的主要構成要素有執行總結、當前行銷情況、威脅和機會、目標和問題、行銷戰略、行動方案、預算和控制。制定一個好的戰略往往要比實施起來容易。公司要取得成功，就必須能夠有效地實施——將行銷戰略轉化為行銷行動。

實施的主要責任由公司的行銷部門承擔。行銷部門進行行銷審計來確定行銷機會和問題，提出短期和長期行動建議來提高總體行銷績效。

## 關鍵概念和原則

所有的公司都必須高瞻遠矚，深謀遠慮，制定長期戰略以適應所在產業不斷變化的環境。每個公司都必須根據自身特定的位元勢、機會、目標和資源尋求最合理的策略。

制定計畫的過程可能與計畫本身同樣重要。

公司通常制定年度計畫、長期計畫和戰略計畫。

戰略計畫為公司中其他的計畫工作指明了步驟和階段。

許多公司制定正式的使命陳述來回答我們的業務是什麼、誰是我們的顧客、顧客看重什麼價值、我們的業務應該是什麼這些問題。

使命陳述應該是以市場為導向。

管理人員應當避免將組織的使命定義得過於狹窄或過於寬泛。

組織的使命應當與其市場環境相適應。

使命需要轉化成為各個管理層具體支援性的目標。

市場行銷戰略的制定必須支援這些行銷目標的實現。

在公司使命陳述和目標的指引下，管理者現在必須對其業務組合（business portfolio）——構成公司的業務和產品的集合——做好規劃。公司必須：（1）分析當前的業務組合，並且決定哪些業務應當增加投資，哪些應當減少以及哪些應當停止投資；（2）制定成長戰略，以便在業務組合中增添新產品或新業務。

管理者的第一步工作是要識別出構成公司的關鍵業務。下一步要求管理者評估各個戰略業務單位（SBU）的吸引力，並且決定各項業務應當給予多大的支持。廣為流傳的業務分析方法是著名的波士頓諮詢集團提出的波士頓諮詢集團方法和通用電氣公司方法。這些方法有其局限性。

行銷對於公司獲取有利可圖的成長負有主要責任。確定成長機會的一種有效工具就是產品-市場擴展方格（product-market expansion grid）。

公司的戰略計畫明確了公司將要從事哪些業務以及各項業務將要達到的目標。接著。在各個業務單位內必須進行更細緻的計畫。從各個方面來說，行銷都在公司的戰略計畫中起著重要作用。但行銷無法單獨完成這些任務。

各個業務職能部門對於什麼人和事最重要，有著不同的看法。但是行銷人員必須使所有部門“為顧客著想”，並把顧客置於公司活動的中心。

小公司同樣能夠從合理的戰略計畫中受益。

在各個業務單位內，行銷在幫助實現整體戰略目標方面起著重要作用。



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目標消費者居於中心。公司首先要界定整個市場，然後將其劃分成若干更小的子市場，選擇其中最具有前景的子市場，然後集中力量重點為這些子市場服務並滿足其需要。公司進而設計出由產品、價格、分銷和促銷這幾個由公司控制的要素所構成的行銷組合。公司致力於行銷分析、計畫、實施和控制。通過這些活動，公司觀察並適應行銷環境。

為取得成功，公司必須在滿足目標消費者方面比競爭對手做得更好。

規劃競爭行銷戰略始於詳盡的競爭對手分析。

公司採用的競爭戰略取決於公司在產業中所處的位勢。

一旦公司確定了總體競爭行銷戰略，就要準備計畫行銷組合的細節。行銷組合（marketing mix）是公司為使目標市場產生預期反應而整合的一系列可控的、策略性的行銷工具。行銷組合由公司為影響其產品需求而採取的一切措施構成。這些眾多可能的措施可以歸集為四組變數，即“4P”：產品（product）、價格（price）、分銷管道（place）和促銷（promotion）。

從買方的角度來看，在這個互連時代，4C 描述似乎比 4P 更好些。

管理行銷職能始於對公司情況的全面分析。

通過戰略計畫，公司確定各個業務單位從事的活動。行銷計畫涉及的是制定有助於公司實現整體戰略目標的行銷戰略。

行銷實施（marketing implementation）是為實現戰略行銷目標，而將行銷計畫轉化為行銷活動的過程。公司的行銷戰略要成功地實施，就必須與公司文化——組織成員共用的價值觀和信念——相適應。

公司必須建立行銷部門來執行行銷戰略和計畫。

現代行銷部門可以有數種組織方式。職能組織、地理組織、產品管理組織、市場管理組織。

行銷控制包括評估行銷戰略和計畫的實施結果，並採取糾偏措施確保目標實現。有運行控制和戰略控制。

## CHAPTER 2

### STRATEGIC PLANNING AND THE MARKETING PROCESS

#### Summary

To meet changing conditions in their industries, companies need to look ahead and develop long-term strategies. Strategic planning involves developing a strategy to meet competition and insure long-term survival and growth. The marketing function plays an important role in this process in that it provides information and other inputs to help in the preparation of the organization's strategic plan.

Strategic planning is described as the process of developing and maintaining a strategic fit between the organization's goals and capabilities and its changing marketing opportunities. Strategic planning sets the stage for the rest of the planning in the firm.



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Formally, strategic planning consists of developing a company mission, objectives and goals, business portfolio, and functional plans. Since most companies are interested in growth, this chapter explores several growth alternatives within the context of strategic planning and portfolio analysis. The product/market expansion grid shows four avenues for growth.

No matter how well the strategic planning process has been designed and implemented, success depends on how well each department performs its customer-value-adding activities and how well the departments work together to serve the customer.

Value chains and value delivery networks have become popular with organizations that are sensitive to the wants and needs of consumers. The marketing department has become central in the implementation of most strategic plans. Connecting to customers is central to this process.

## Keywords and principle

Formal planning can provide many benefits.

There are three different types of plans that companies might use: Annual plans , Long-range plans , Strategic plans . Strategic plans involve adapting the firm to take advantage of opportunities in its constantly changing environment.

Strategic planning is defined as the process of developing and maintaining a strategic fit between the organization' s goals and capabilities and its changing marketing opportunities.

There are four steps to the strategic planning process: Defining a clear company mission. Setting supporting company objectives. Designing a sound business portfolio. Planning and coordinating marketing and other functional strategies.

An organization exists to accomplish something.

The first step in the strategic planning process is defining the company mission.

The mission statement must avoid being too narrow or too broad. Mission statements must: Be market oriented, Be realistic, Be specific, Fit the market environment, Indicate distinctive competencies, Be motivating.

This second step in the strategic planning process re-quires the manager to set company goals and objectives and be responsible for achieving them.

The third step in the strategic planning process is designing the business portfolio.



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In order to design the business portfolio, the business must:

- 1). Analyze its current business portfolio and decide which business should receive more, less, or no investment.
- 2). Develop growth strategies for adding new products or businesses to the portfolio.

The first step is to identify the key businesses (SBUs). The second step is to assess the attractiveness of its various SBUs and decide how much support each deserves.

The purpose of strategic planning is to find ways in which the company can best use its strengths to take advantage of attractive opportunities in the environment.

The best known portfolio planning method is the Boston Consulting Group (BCG) matrix. Using the BCG approach, a company classifies all its SBUs according to the growth-share matrix. Using the matrix, four types of SBUs can be identified:

Stars, Cash Cows, Question Marks, Dogs. Once it has classified its SBUs, a company must determine what role each will play in the future. The four strategies that can be pursued are: build its share, hold at the current level, harvest the SBU, divest the SBU.

General Electric introduced a comprehensive portfolio planning tool called a strategic business-planning grid.

The BCG and other formal methods revolutionized strategic planning. However, such approaches have limitations. In spite of the drawbacks, most firms are still committed to strategic planning.

Companies should always be looking to the future. One useful device for identifying growth opportunities for the future is the product/market expansion grid. The product/market expansion grid is a portfolio planning tool for identifying company growth opportunities through: Market Penetration, Market Development, Product Development, Diversification.

The final step in the strategic planning process is planning functional strategies.

Marketing plays an integrative role in the company's strategic planning process by trying to reduce cross-functional conflicts. They are not always successful.

Experts agree that both small and large businesses can benefit from strategy planning. Strategic planning can help small business managers to anticipate difficult situations and prevent or handle them.

The marketing process is the process of analyzing market opportunities, selecting target markets, developing the marketing mix, and managing the marketing effort.





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Target customers stand at the center of the marketing process. The goal is to make strong and profitable connections with these customers.

To succeed in today' s competitive marketplace, companies must be customer centered and win customers from competitors and keeping them by delivering greater value. Market segmentation is the process of dividing a market into distinct groups of buyers with different needs, characteristics, or behavior who might require separate products or marketing mixes.

Market targeting is the process of evaluating each market segment' s attractiveness and selecting one or more segments to enter.

Market positioning is arranging for a product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers.

Marketing strategies must be geared to the needs of consumers and also to the strategies of competitors.

The competitive marketing strategy a company adopts depends on its industry position: Market-leaders ,Market-challengers, Market-followers, Market-nichers .

Once the company has decided on its overall competitive marketing strategy, it is ready to begin planning the details of the marketing mix.

The marketing mix is the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything that the firm can do to influence the demand for its product. These variables are often referred to as the “four Ps” : Product , Price, Place ,Promotion.

An effective marketing program blends all of the marketing mix elements into a coordinated program designed to achieve the company' s marketing objectives by delivering value to consumers.

The “four Ps” takes a seller' s view of the market, not the buyer' s view. From the buyer' s point of view, the “four Ps” should be “four Cs” . Marketers would do well to think through the “four Cs” and then build the “four Ps” on that platform.

The company wants to design and put into action the marketing mix that will best achieve its objectives in target markets. This involves four marketing management functions. The four functions are: analysis, planning, implementation, and control.

Marketing analysis involves a complete analysis of the company' s situation.

Marketing planning involves deciding on marketing strategies that will help the



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company attain its overall strategic objectives.

Marketing Implementation is the process that turns marketing strategies and plans into marketing actions in order to accomplish strategic marketing objectives.

The company must design a marketing department that can carry out marketing analysis, planning, implementation, and control.

Formats for organizing the department include: The functional organization, The geographic organization, the product management organization, the market management organization, the combination plan.

Marketing control is the process of evaluating the results of marketing strategies and plans and taking corrective action to ensure that marketing objectives are attained. Implementation requires four steps: Set specific goals (What do we want to achieve?). Measure performance (What is happening?). Evaluate performance (Why is it happening?). Take corrective action (What should we do about it?).

Two broad forms of control are important:

- 1). Operating control involves checking ongoing performance against the annual plan and taking corrective action when necessary.
- 2). Strategic control involves looking at whether the company's basic strategies are well matched to its opportunities. The major tool for accomplishing this form of control is the marketing audit. The marketing audit is a comprehensive, systematic, independent, and periodic examination of a company's environment, objectives, strategies, and activities to determine problem areas and opportunities. The purpose is to recommend a plan of action to improve the company's marketing performance.

The company must carefully analyze its environment in order to avoid the threats and take advantage of the opportunities. Areas to be analyzed in the environment normally include: Forces close to the company, Broader forces.

## 第三章 行銷環境

公司必須隨時觀察並適應行銷環境，以尋機遇，避免威脅。行銷環境由所有影響公司在其目標市場有效運營能力的相關人員和因素組成。

1、描述影響公司服務于顧客的能力的環境因素。

公司的微觀環境因素包括那些與公司密切聯繫的相關因素，它們綜合起來形成了公司的價值傳遞系統，影響公司顧客服務的能力。微觀環境包括公司的內部環境、行銷管道企業、用戶市場、競爭對手和各種類型的公眾。



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宏觀環境由更廣泛的社會因素構成，這些因素影響著整個微觀環境。構成公司宏觀環境的六大因素是：人口統計、經濟、自然、技術、政治和文化因素。這些因素構成了公司面對的機會與威脅。

## 2、解釋人口統計環境和經濟環境的變化如何影響行銷決策

人口統計學研究人口的特徵。如今的人口統計環境顯示出不斷變化著的年齡結構、家庭結構、人口居住區域，更好的教育及更多的白領人口，還有多樣化趨勢的增加。經濟環境由那些影響購買力和購買方式的因素組成。如今經濟環境的特點是較低的實際收入和變動的消費方式。現在的消費者為財務負擔所迫，傾向於尋求更大的價值—高品質和適當價格的組合。收入的分佈狀況也在發生變化。富人更加富裕，中等收入的階層萎縮、窮人更窮了，導致了一個兩極分化的市場。許多公司現在針對兩個不同的市場進行行銷活動—富裕者市場和中等收入市場。

## 3、確定公司自然環境和技術環境的主要變化趨勢

自然環境有三種主要趨勢：某些原材料短缺、污染程度加深、政府對於自然資源更加嚴密的管理。人們對自然環境的關心為那些明智的公司帶來了行銷機遇。行銷人員還應當注意技術環境中的四個主要趨勢：高速的技術變化、高額的研發預算、公司致力於小幅度的產品改革、政府法規的增加。無法跟上技術變化的公司將錯過新產品和行銷機會。

## 4、解釋政治和文化環境中的關鍵變化

政治環境由影響或限制行銷活動的法律、機構和團體組成。政治環境正在經歷三種對行銷有影響的變化：工商業法規的增加、政府對法規執行的強化、對倫理道德和社會責任的強調。文化環境由影響社會中人們價值觀、感覺、偏好和行為的制度和其他因素構成。這一環境顯示出長期的“集體中心主義”傾向，對組織信任度的下降，愛國主義熱情的增強，對自然關注程度的增加，新精神信仰的出現，以及更有意義和更持久的價值取向。

## 5、討論公司應如何應對行銷環境

公司可以將行銷環境看成一個不可控因素，被動地接受並適應，隨著環境的變化採取應對措施以避免威脅或利用機會。公司也可以採用一種環境管理的觀點，積極地改變環境而不僅僅是去適應它。只要有可能，公司就應當採取後一種措施。 關鍵概念和原則

行銷環境既能帶來機遇，也會造成威脅。公司行銷人員對於識別和預測環境變化負有主要責任。行銷環境由微觀環境和宏觀環境組成。

在制定行銷計畫時，行銷部門要兼顧公司的其他部門，行銷經理必須與公司其他部門密切配合。

供應商在公司整個顧客價值傳遞系統中起著重要的紐帶作用。行銷經理必須注意供應能力，監控關鍵供應品的價格變動趨勢。

行銷中間商幫助公司促銷、銷售以及分配產品給最終用戶。包括經銷商、貨物儲運公司、行銷服務機構以及金融仲介。

現今的行銷人員已經認識到與中間商通力合作而不僅僅是把它們當作銷售管道的重要性。

五種類型的顧客市場是消費者市場、產業市場、零售商市場、政府市場和國際市場。

每個公司都應當考慮到自己的規模，以及同競爭對手相比在行業中的地位。

公眾包括：金融公眾、媒介公眾、政府公眾、民間公眾、地方公眾、一般公眾、內部公眾



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世界人口數量高度的差異性既帶來了機會也帶來了威脅，行銷人員應當密切注意國內外的人口發展趨勢和市場變化，關注年齡和家庭結構的變化，人口的地理位置遷移，教育特點和人口的多樣化。

經濟環境（economic environment）由那些影響顧客購買力和消費方式的因素構成。各國在收入水準和收入分佈方面差別很大。行銷人員必須密切注意世界市場和各國市場的購買力變化趨勢和人們的消費習慣。

自然環境（natural environment）指的是那些行銷人員需投入的或是受到行銷活動影響的自然資源。行銷人員應當注意自然環境中的幾個趨勢。（1）原材料的短缺；（2）污染的增加；（3）政府對於自然資源越來越嚴密的管理。對於自然環境的關心掀起了一場綠色運動，現在，越來越多的公司已認識到良好的生態環境與健康發展的經濟之間的聯繫。

我們對於技術的看法，取決於我們是對它帶來的新奇還是對它帶來的錯誤留下更深的印象。

技術環境的變化非常迅速，新技術創造了新的市場和機會。

政治環境包括法律、政府機構和壓力群體，在一個確定的社會中，它們影響和制約著各類組織和個人。幾乎每一項行銷活動都面對著一系列的法律和規定。在過去若干年中，世界各國都增加與工商業有關的立法。國際行銷人員將與幾十甚至上百個負責執行商業政策和法規的政府部門打交道。新的法律及其實施將繼續出現。社會準則和職業倫理也制約著工商業，開明的公司鼓勵其管理者不僅要遵守法規，還要“做正確的事情”。

蓬勃發展的電子商務和網路行銷帶來了一系列新的社會和倫理問題。

文化環境由那些影響社會的基本價值觀、觀念、偏好和行為的風俗習慣和其他因素組成。特定社會中的人會有特定的信仰和價值觀，而且輕易不會改變。行銷人員可以影響人們的從屬信仰，但改變核心信仰的機會卻微乎其微。社會的主要價值觀通過人們對自己和他人的看法，以及對組織和社會、自然以及宇宙的看法表現出來。

另一些公司則持一種環境管理的觀點。

雖然行銷管理並不總能夠影響環境因素，但在很多情況下，不能僅僅滿足於簡單地觀察環境然後做出決策。

## CHAPTER 3

### THE MARKETING ENVIRONMENT

#### Summary

In order to correctly identify opportunities and monitor threats, the company must begin with a thorough understanding of the marketing environment in which the firm operates. The marketing environment consists of all the actors and forces outside marketing that affect the marketing management's ability to develop and maintain successful relationships with its target customers. Though these factors and forces may vary depending on the specific company and industrial group, they can generally be divided into broad microenvironmental and macroenvironmental components. For most





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companies, the microenvironmental components are: the company, suppliers, marketing channel firms (intermediaries), customer markets, competitors, and publics which combine to make up the company's value delivery system. The macroenvironmental components are thought to be: demographic, economic, natural, technological, political, and cultural forces. The wise marketing manager knows that he or she cannot always affect environmental forces. However, smart managers can take a proactive, rather than reactive, approach to the marketing environment.

As marketing management collects and processes data on these environments, they must be ever vigilant in their efforts to apply what they learn to developing opportunities and dealing with threats. Studies have shown that excellent companies not only have a keen sense of customer but an appreciation of the environmental forces swirling around them. By constantly looking at the dynamic changes that are occurring in the aforementioned environments, companies are better prepared to adapt to change, prepare long-range strategy, meet the needs of today's and tomorrow's customers, and compete with the intense competition present in the global marketplace. All firms are encouraged to adopt an environmental management perspective in the new millennium.

## **Keywords and principle**

A company's marketing environment consists of the actors and forces outside marketing that affect marketing management's ability to develop and maintain successful relationships with its target customers environment.

The company's microenvironment consists of six forces that affect its ability to serve its customers.

The first force is the company itself and the role it plays in the microenvironment. This could be deemed the internal environment. All departments must "think consumer" if the firm is to be successful. The goal is to provide superior customer value and satisfaction.

Suppliers are firms and individuals that provide the resources needed by the company and its competitors to produce goods and services. They are an important link in the company's overall customer "value delivery system."

Marketing intermediaries are firms that help the company to promote, sell, and distribute its goods to final buyers.

Resellers are distribution channel firms that help the company find customers or make sales to them. Resellers often perform important functions more cheaply than the company can perform itself.

Physical distribution firms help the company to stock and move goods from their points of origin to



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their destinations.

Marketing service agencies help the company target and promote its products.

Financial intermediaries help finance transactions and insure against risks.

The company must study its customer markets closely since each market has its own special characteristics. These markets normally include: Consumer markets , Business markets, Reseller markets, Government markets, International markets.

Every company faces a wide range of competitors. A company must secure a strategic advantage over competitors by positioning their offerings to be successful in the marketplace. No single competitive strategy is best for all companies.

A public is any group that has an actual or potential interest in or impact on an organization's ability to achieve its objectives. A company should prepare a marketing plan for all of their major publics as well as their customer markets. publics can be identified as being: Financial publics, Media public, Government publics, Citizen-action publics, Local publics, General publics, Internal publics.

The company and all of the other actors operate in a larger macroenvironment of forces that shape opportunities and pose threats to the company. There are six major forces (outlined below) in the company's macroenvironment.

Demography is the study of human populations in terms of size, density, location, age, sex, race, occupation, and other statistics. It is of major interest to marketers because it involves people and people make up markets.

Demographic trends are constantly changing.

The economic environment includes those factors that affect consumer purchasing power and spending patterns. Marketers must carefully monitor economic changes so they will be able to prosper with the trend, not suffer from it.

The natural environment involves natural resources that are needed as inputs by marketers or that are affected by marketing activities. During the past two decades environmental concerns have steadily grown. Some trend analysts labeled the 1990s as the "Earth Decade," where protection of the natural environment became a major worldwide issue facing business and the public. Specific areas of concern were: Shortages of raw materials, Increased pollution , Government intervention , Environmentally



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sustainable strategies.

The so-called green movement has encouraged or even demanded that firms produce strategies that are not only environmentally friendly but are also environmentally proactive.

Firms are beginning to recognize the link between a healthy economy and a healthy environment.

The technological environment includes forces that create new technologies, creating new product and market opportunities. Technology is perhaps the most dramatic force shaping our destiny. New technologies create new markets and opportunities.

The following trends are worth watching: Faster pace of technological change. There seems to be almost unlimited opportunities being developed daily. The challenge is not only technical but also commercial—to make practical, affordable versions of products. Increased regulation.

The political environment includes laws, government agencies, and pressure groups that influence and limit various organizations and individuals in a given society.

Business is regulated by various forms of legislation.

Almost every marketing activity is subject to a wide range of laws and regulations.

New laws and their enforcement will continue or increase.

Increased emphasis on ethics and socially responsible actions. Socially responsible firms actively seek out ways to protect the long-run interests of their consumers and the environment.

The boom in e-commerce and Internet marketing has created a new set of social and ethical issues. Concerns are: Privacy, Security, Access by vulnerable or unauthorized groups, Abuses toward consumers by Web companies

The cultural environment is made up of institutions and other forces that affect society's basic values, perceptions, preferences, and behaviors. Certain cultural characteristics can affect marketing decision making. Among the most dynamic cultural characteristics are: Persistence of cultural values. People's core beliefs and values have a high degree of persistence.

Secondary beliefs and values are more open to change.

Society's major cultural views are expressed in: People's views of themselves.

People's views of others. People's views of organizations. People's views of society. People's view of nature. People's views of the universe.

Many companies view the marketing environment as an "uncontrollable" element to which they must adapt. They do not try to change it.

Today, many companies are taking an environmental management perspective whereby a firm takes aggressive (rather than passive) actions to affect the publics and forces in the marketing environment.



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Whenever possible smart managers will take a proactive rather than a reactive approach to the marketing environment.

## 第四章 市場調查與資訊系統

在今天複雜而迅速變化的環境中，管理人員需要更多更好的資訊，以做出有效、及時的決策。和與日俱增的資訊需求相對應的，是提供信息量的爆炸。因此，許多公司在調查管理人員的資訊需求，並開發資訊系統來滿足這些需求。

### 1、向公司解釋資訊的重要性

好的產品和行銷計畫是從充分瞭解顧客需求開始的，因此，公司需要準確的資訊來為顧客產生更大的價值和滿意度。公司還需要競爭對手、零售商和商場中其他角色和力量的資訊。

### 2、定義行銷資訊系統並討論其相關部分

行銷資訊系統包括為行銷決策者準確、及時地收集整理、分析、評估並分送轉達所需資訊的人員、設備和程式。一個設計合理的資訊系統以使用者為起點和終端。行銷資訊系統首先進行資訊需求評估，然後從內部資料、行銷情報活動和市場調查中開發資訊。行銷資訊系統用恰當的格式、在恰當的時間把從這些來源收集的資訊傳送給恰當的管理人員，以幫助他們做出更好的市場行銷決策。

### 3、概述市場調查過程的幾個步驟

市場調查過程的第一步是確定問題，並確立探索性、描述性因果性的調查目標；第二步是制定收集原始和二手資訊的計畫；第三步是通過收集、處理、分析資訊來執行市場調查計畫；第四步是解釋和報告結果。額外的資訊分析有助於管理人員使用資訊，並提供發現更多精確結果的精確統計程式和模型。

### 4、比較收集資訊的不同模型的優點和缺點

內部和外部的二手資訊能夠比原始資料更快、更便宜地提供資訊，並且有時能夠產生公司不能自己收集的資訊。不過，二手來源中可能沒有需要的資訊，即使可以找到，資料中的大部分也是不可用的。調查人員必須還要評估二手資訊，確定其相關性、準確性、及時性和無偏性，原始調查也要驗證以上四個特性。每種原始資料收集方法—觀察法、調查法和實驗法，都有自身的優點和缺點。每種不同的調查聯繫方法—郵寄、電話、個人訪問和網路，也都有自己的優點和缺點。同樣的，每種聯繫方法都有自己的有利和不利的方面。

### 5、討論一些市場調查人員面臨的具體問題，包括公共政策問題和倫理問題

一些市場行銷人員面臨特殊的市場調查形勢。所有的組織都要對圍繞市場調查的主要問題—公共政策和倫理總是負責地作出反應，包括消費者隱私的侵犯和調查結果的濫用。

## 關鍵概念和原則

商家們漸漸地認識到，資訊不僅是更好決策所必需的投入，而且也是重要的戰略資產和行銷工具。

行銷資訊系統指能夠為行銷決策及時、準確地收集、整理、分析和評估並分送轉達所需的人員、設備和程式。





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好的行銷資訊系統能夠在管理人員想要得到的資訊和他們真正需要、又能得到的資訊之間找到均衡點。公司以詢問管理人員需要的資訊作為起點。

市場行銷管理人員需要的資訊可從公司內部資料、市場行銷情報和市場調查中獲得，這些資訊由資訊分析系統處理後會更加適合管理人員的需要。

許多公司建立基於公司資料資訊的大規模內部資料庫，資料庫資訊有許多來源。

每個公司擁有的資訊都遠遠超過經理們可能瞭解或者分析的數量，公司必須以某種方式使自己的資訊金礦條理化。

行銷情報是對競爭對手和市場行銷環境發展的公司公開可得資訊的系統收集和分析。

情報收集的範圍很廣，從調查公司自己的員工、研究對手產品一直到搜索互聯網、參觀工業貿易展覽及搜尋對手的垃圾箱。

市場行銷人員通常還需要對特定情況的正式研究。

公司可以根據自己的研究能力和資源，決定利用自己的部門還是部分或全部外包進行市場調查。

資訊分析還可能包括能幫助市場調查人員作出更好決策的分析模型集合。

市場訊息只有在被利用制定更好的行銷決策時才有價值，多數公司有集成資訊系統，用來向經理們提供日常工作報告，最新情報以及研究結果分析報告。

隨著電腦、軟體和通信的進步，多數公司已經把自己的資訊系統分散化。

市場調查過程包括四個步驟：確定問題和調查目標，制定調查計畫，執行調查計畫，解釋並報告調查結果。

確定問題和調查目標通常是調查過程中最為困難的一步。市場調查專案可能有三種目標：探索性調查、描述性調查、因果性調查。

調查目標必須被轉換為具體的資訊需求。

為滿足管理人員需要，調查人員可以收集原始資訊、二手資訊或者兩者兼顧。

調查人員通常從收集二手資訊開始。公司的內部資料庫提供了很好的起點，而公司也需要大量外部資訊資源，從公司、公眾、大學實驗室到政府和商業出版物。商業資料服務、線上資料庫服務和互聯網資料資源。

調查人員需要仔細地收集原始資料，以保證這些資料的相關性、準確性、及時性和公正性。

調查方法有觀察法、調查法和實驗法。調查法最適合於收集描述性資料；而實驗法則適於收集因果資訊。

越來越多的市場調查人員通過網上市場調查——互聯網調查和網上小組深度訪談收集重要資料。

市場調查人員通常根據抽樣得出對統計主體的估計，設計樣本需要確定三個問題：調查誰（樣本單位）？調查多少人（樣本規模）？如何確定樣本中的人選（抽樣過程）？

在收集原始資料時，調查人員有兩個主要手段：問卷和儀器。

市場調查人員應該用書面建議書的形式總結計畫。

調查人員去實施計畫，包括收集、整理和分析資訊。

一般說來，調查過程中資料收集階段花費最多，也最容易出錯。

調查人員需要解釋自己的發現，得出結論並向管理部門報告。調查人員不應該用數值和複雜的統計方法難倒管理人員，而應將有用的調查結果擺出來，幫助管理部門決策。

小型企業和非營利組織的管理人員，可通過觀察周圍事物來獲得很好的市場行銷資訊，管理人員可以採用



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小樣本進行非正式的調查，行銷人員也可以自己做一些小實驗，小型企業能得到大多數大型企業可得的二手資訊。

國際市場調查人員和國內市場調查人員的工作步驟一樣，不過這些調查人員通常遇到更困難的問題，這些市場在經濟發展水準、文化風俗習慣和購買方式上都有很大的差別。

市場調查中兩個主要的公共政策和倫理問題是對消費者個人隱私的侵犯和調查結果的濫用。

市場調查應該考慮：擴大“你的觀點很重要”運動，提供一個免費的號碼，採用公認的標準。

公司常常把調查成果用作對於廣告和促銷的要求。

每個公司應在進行市場調查與公佈結果時承擔起社會責任，以便保護消費者和自身的最大利益。

## CHAPTER 4

### MARKETING RESEARCH AND INFORMATION SYSTEMS

#### Summary

In carrying out their marketing responsibilities, marketing managers need a great deal of information. Despite the importance and growing supply of information, managers often lack enough information of the right kind or have too much of the wrong kind to make the critical decisions necessary to be successful in our highly competitive global marketplace. Most marketing managers don't need more information, they need better information. To overcome these problems, many companies are taking steps to improve their marketing information systems. A commitment to an information system is not just a technological commitment but a corporate culture commitment as well.

A well-designed marketing information system first assesses information needs. The MIS next develops information. Marketing firms are becoming increasingly dependent on the information stored in and provided by databases. In the future, data mining is a skill that will need to be mastered by a firm if it seeks to be a competitive player in the global marketplace. Finally, the MIS distributes information to managers in the right form at the right time to help them make better marketing decisions. Once the system is in place and functioning, decision making becomes easier and better. Few firms with efficient information systems fail in the marketplace. Mastery of information that can be obtained by strategically using the Internet will be a must.

Marketing research, which is one of the components of an information system, involves collecting information relevant to a specific marketing problem facing the company. The marketing research process consists of four steps. In addition to traditional sources of information that can now be



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used for marketing research, online databases and Internet data sources are becoming more important to the marketing research process. The Internet is an excellent inexpensive vehicle for conducting at-the-time-of-purchase research and for receiving feedback from consumers.

Acquisition of information and development of information systems will be one of the challenges and necessities of the 21st century. Intrusions into the lives of consumers and the misuse of data about them is a growing problem.

## **Keywords and principle**

In order to produce superior value and customer satisfaction for customers, companies need information at almost every turn.

A marketing information system (MIS) consists of people, equipment, and procedures to gather, sort, analyze, evaluate, and distribute needed, timely, and accurate information to marketing decision makers.

The first step in developing an effective and efficient MIS is assessing information needs. A company needs to assess the benefits of having an item of information versus the cost of obtaining that information. Too much information can be as harmful as too little.

The second step in developing a MIS is to develop information. Information needed by managers can be obtained from internal data, marketing intelligence, and marketing research.

Internal databases consist of computerized collections of information obtained from data sources within the company. This information can come from many internal sources. Internal databases can usually be accessed more quickly and cheaply than other information sources. These forms of reports are used regularly.

Marketing intelligence is systematic collection and analysis of publicly available information about competitors and developments in the marketing environment. A marketing intelligence system gathers, analyzes, and distributes information about the company's competitive, technological, customer, social, and political and regulatory environments. Marketing intelligence information can be gathered from many sources:

Marketing research is the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing an organization.

The third and final step in developing a MIS is to distribute information. Developments in information



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technology have caused a revolution in information distribution. Advances in computers, software, and telecommunication have caused decentralization in MIS. Such systems allow managers to get information they need directly and quickly and to tailor it to their own needs.

The marketing research process consists of four steps: defining the problem and research objectives, developing the research plan, implementing the research plan, and interpreting and reporting the findings.

The marketing manager and the researcher must work closely together to define the problem carefully and agree on the research objectives. Defining the problem and research objectives is often the hardest step in the process.

The three general types of objectives are: Exploratory research , Descriptive research, Casual research.

It is always best to put the problem and research objectives statements in writing so agreement can be reached and everyone knows the direction of the research effort.

In developing the research plan, the attempt is to determine the information needed , develop a plan for gathering it efficiently, and presenting the plan to marketing management.

The firm should know what data already exists before the process of collecting new data begins. The steps that should be followed are: specific information needs. e.

Gathering secondary information. Planning Primary Data Collection.

A plan for primary data collection calls for a number of decisions on research approaches, contact methods, sample in plans, and research instruments.

Research approaches can be listed as: Observational research , Survey research , Experimental research .

Contact methods can be listed as:

Mail questionnaires--used to collect large amounts of information at a low cost.

Telephone interviewing--good method for collecting information quickly.

Personal interviewing-- The interviewer "focuses" the group discussion on important issues.

Online (Internet) marketing research can consist of Internet surveor online focus groups. Many experts predict that online research soon be the primary tool of marketing researchers.

Computer interviewing is a new method being used in the technology age. Consumers read questions from a computer screen and respond.



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Sampling plans are used to outline how samples will be constructed and used.

Designing a sample calls for three decisions: Who is to be surveyed? How many people should be surveyed? How should the sample be chosen?

Kinds of samples include: Probability samples, Nonprobability samples.

Research instruments can be divided into two main categories: The questionnaire. (The form of the questions. The wording of questions. The ordering of questions) .

Mechanical instruments. ( A galvanometer measures strength of interest or emotions aroused by a subject's exposure to different stimuli, such as an ad or picture. The tachistoscope flashes an ad to a subject at an exposure that ranges from less than one-hundredth of a second to several seconds).

Eye cameras are used to study respondents' eye movements to determine at what points their eyes focus first and how long they linger on a given item.

the marketing researcher summarizes the plan in a written proposal.

The third step in the marketing research process is implementing the research plan. This involves collecting, processing, and analyzing the information that is being collected.

Data collection can be done by the company's own research staff or by outside firms.

The final step in the marketing research process is interpreting and reporting the findings.

The researchers should keep from overwhelming managers with numbers and fancy statistical techniques.

Researchers should present important findings that are useful in the major decisions faced by management.

Marketing research also occurs in and is important to small businesses and non-profit organizations. Many times these types of firms do research simply by observing what goes on around them. Managers can conduct informal surveys using small convenience samples. The use of small focus groups is also a useful technique. Managers can also conduct their own simple experiments. One of the best sources of information for these firms is secondary data.

International marketing research follows the same steps as domestic marketing research. However, it is often more difficult and there are different problems

Public policy and ethics in marketing research are important considerations. when misused, marketing research can also abuse and annoy customers. The marketer wants to avoid intrusions into the consumer's privacy and use the research in an ethical way.





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Organizations have developed codes of ethics and standards of conduct meant to aid and change the industry. Each company must police itself if consumer confidence is to be maintained.

## 第五章 消費者市場與消費者購買行為

### 1、定義消費者市場，建立消費者購買行為模型

消費者市場是指那些為滿足個人消費而購買商品或服務的個人與家庭。最簡單的消費者購買模型即刺激-反應模型。根據這一模型，行銷刺激因素（4P）和其他因素（經濟、技術、政治、文化等）共同進入消費者的“黑箱”，最後產生特定的反應。這些輸入變數一旦進入黑箱，就會產生可觀察的消費者購買反應，包括產品選擇、品牌選擇、購買時間選擇及購買數量選擇等。

### 2、列舉影響消費者購買行為的四種主要因素

消費者購買行為受四種主要因素的影響：文化因素、社會因素、個人因素和心理因素。雖然大多數因素並不受行銷人員的影響，但可以有助於識別感興趣的購買者，塑造產品訴求，並更好地滿足消費者的需求。

### 3、瞭解消費者購買過程

對於一次購買，消費者經歷了如下階段：確認需要、資訊收集、方案評價、購買決策及購買後行為。行銷人員需要瞭解各個階段的購買者行為及其產生的影響。

### 4、描述新產品採用和接受過程

新產品被採用包括知曉、興趣、評價、試驗和採用五個階段。消費者首先要知道產品，由知曉導致興趣，然後消費者會收集有關新產品的資訊。收集了資訊之後，消費者可以做出評價並決定是否購買。然後在試用階段，消費者小規模地試用該創新產品，並改進對其價值的評價。如果消費者對試用結果滿意，他會進入採用階段，全面和經常地採用該創新產品。

創新產品的採用率，因不同的消費者特點和產品特徵而異。消費者可能是創新者、早期採用者、早期大眾，也可能是晚期大眾和落後者。一般生產廠商的新產品總是首先來吸引潛在的早期採用者，尤其是意見帶頭人的注意。

## 關鍵概念和原則

世界各地的消費者在年齡、收入、受教育水準和品位方面差異很大，購買的產品和服務也千差萬別。是什麼原因促使消費者與周圍環境接觸，並在諸多產品中做出選擇呢？

多數大型公司對此做大量的研究工作以瞭解如下幾個問題：消費者購買什麼？到哪兒去買？什麼時候去買？為什麼買？

行銷人員關注的核心問題是：對於公司採取的各種行銷策略，消費者會有什麼樣的反應。

行銷人員需要瞭解在這“黑箱”中，刺激因素如何轉化成為消費者反應，這包括兩個方面：一是購買者的特徵將影響他如何接受外界環境的刺激並產生行為反應；另一方面是指購買者的決策過程本身影響購買者行為。



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消費者的購買行為受文化、社會、個人和心理特徵的強烈影響。多數情況下，行銷人員不能控制這些因素，但卻必須考慮這些因素。

文化因素對消費者的行為有著最為廣泛而深遠的影響。

文化是引發人類願望和行為的最根本原因。人類的行為方式多數是通過學習形成的。

每個群體或社會都有其特有的文化，同時這種文化又影響著其購買行為。不同的國家和地區在文化上有著很大的差異，如果不能意識到這一點，將很可能導致行銷活動的低效和失敗。

市場行銷人員總是不斷地捕捉文化變化以發現人們可能需要的新產品。

每種文化都由更小的亞文化組成，亞文化為其成員帶來更明確的認同感和集體感。亞文化包括民族、宗教、種族和地域等。許多亞文化構成了重要的細分市場，而市場行銷人員可以根據他們的需要設計產品並制定計劃。

所有社會都存在著社會等級，社會階層是在一個社會中具有相對的同質性和穩定性的群體，他們按等級排列，每個階層成員具有類似的價值觀、興趣愛好和行為方式。社會階層不僅受收入影響，也受其他因素如職業、教育和財產等的影響。在一些領域中，社會階層表現出明顯的產品和品牌方面的偏好，比如服裝、傢俱、休閒活動和汽車。

個人的行為受到許多小群體的影響。參照群體是指對一個人的態度與行為有直接（面對面）或間接影響的所有群體。參照群體的影響程度因產品和品牌而異。

許多行銷人員試圖識別他們產品的意見帶頭人，並針對他們實施相應的行銷舉措。

家庭成員對購買者的行為影響很大。行銷人員感興趣的是在不同產品和服務的購買決策中，丈夫、妻子或孩子的作用與影響。

夫妻對於不同的產品和不同購買階段，購買參與程度差別很大，購買角色也隨著消費模式變化而改變。

每個角色都代表著一定的地位，同時也反映了社會的綜合評價。人們通常選擇代表自己地位的產品。

購買者的決策也受個人因素的影響，尤其是受年齡與生命週期階段、職業、經濟狀況、生活方式、個性及自我觀念的影響。

人們在食品、服裝、傢俱和娛樂方面的喜好均與年齡有關。家庭生命週期的不同階段也影響著消費。

個人的職業也影響著消費模式。

個人經濟狀況對產品選擇的影響很大。

生活方式是個人生活的形式，可以由其消費心態表現出來，包括消費者的活動和意見，即消費者的 AIO 模式。

一些公司對生活方式進行了研究和分類，其中被廣泛應用的方法是 SRI 公司（SRI Consulting）的 VALS 分類方法（Values and Lifestyles）。

生活方式的劃分不是惟一的，不同國家差別很大。

如果認真使用，生活方式的概念可以幫助行銷人員瞭解消費者價值觀的變化，並清楚它們如何影響購買行為。

個性是指個人獨特的心理特徵，這種心理特徵將使個人對環境做出相對一致和持久的反應。對於特定的產品或品牌選擇，個性是一個分析消費者購買行為的很有用的變數。

個人的購買行為還受四種主要心理因素的影響——動機、感知、學習以及信念和態度。



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每個人在任何時候都有需要。

佛洛德的動機理論，在人們行為的形成過程中，真正的心理因素大多是無意識的。

根據佛洛德假設，人們不可能真正瞭解自己的動機。

馬斯洛的動機理論：人類的需要是層次化的，按照最迫切的到最不迫切的依次排列。人們總是首先滿足最重要的需要，當這個需要滿足之後，它便不再是當前的激勵因素，這時人們會轉向下一個更重要的需要。

感知是人們收集、整理並解釋資訊，形成有意義的客觀世界圖像的過程。

人們對同樣的刺激產生不同的知覺是因為人們經歷了三種認知過程，即選擇性主義、選擇性曲解和選擇性記憶。

人們在實踐中不斷地學習，學習反映在動機、刺激、誘因和強化的交互作用中。

對行銷人員來說，學習理論的實際意義在於他們可以把產品與強烈驅動聯繫起來，利用刺激性誘因並提供正面強化手段，使人們產生產品需求。

通過實踐和學習，人們形成了自己的信念與態度，而這些反過來又影響人們的購買行為。

因此公司最好使其產品迎合既有的態度，而不要企圖改變人們的態度。

當消費者參與購買程度較高，並且瞭解品牌間的顯著差異時，他們會有複雜的購買行為。

當消費者參與購買程度較高，購買的產品很昂貴、購買不頻繁、購買有風險，但品牌差別不明顯時，消費者的購買行為表現為尋求平衡的購買行為。

許多產品的購買是在消費者參與程度不高，同時品牌間差異也不大的情況下完成的，我們稱之為習慣性購買行為。

尋求變化的購買行為的特點是消費者參與程度低，同時品牌間的差異很大，這時消費者經常改變品牌的選擇。

購買過程的五階段模式：確認需要、資訊收集、方案評價、購買決策與購買後行為。行銷人員應該關注整個購買過程，而不是只注意購買決策。

這個模式意味著消費者在購買決策過程中經歷了五個階段，但對於一些常規的購買情況，消費者經常跳過或顛倒某些階段。

購買過程始於確認需要——購買者對某個問題或需要的確認。發現他們的問題和需要，是什麼原因促使它產生的，以及又是如何來影響消費者購買特定的產品。

如果消費者的需要強烈而且產品就在手邊，他很可能會購買；反之，消費者就可能暫保留這個願望或者開始進行與此相關的資訊收集。

消費者的資訊可來源於多種管道，包括個人來源（家庭、朋友、鄰居、熟人），商業來源（廣告、推銷員、經銷商、包裝、展覽、網頁），公共來源（大眾媒體、消費者評級機構），經驗來源（產品的操作、檢查與使用）。

公司應仔細識別消費者的各種資訊來源，分析評價其相對重要程度。

行銷人員應該研究消費者，找出他們實際上如何來評價方案。

消費者在評價階段已經對品牌進行排序並形成了購買意向。但是在購買意向與購買決策之間還有兩種因素會起作用。第一個因素是他人的態度，和未預料的情況。



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決定消費者購買東西後滿意或者不滿意呢取決於消費者的期望值與產品所表現的性能之間的關係。

公司最好定期詢問其用戶滿意度。

消費者採用新產品時要經歷五個階段：知曉、興趣、評價、試用、採用。

人們在準備試用新產品的態度上有著很明顯的差別。

創新者是愛冒險的，早期採用者注重的是他人對自己尊重與否，他們是社會上的意見帶頭人，採用新構思較早，但態度謹慎。早期大眾的態度慎重，但比一般人先採用構思。晚期大眾所持的是懷疑觀點，他們要等到大多數的人都試用後才採用這一創新。最後，落後者受到傳統束縛，他們懷疑任何變革，只有在創新轉變為傳統事物後才採用它。

新產品特徵對它自身的採用率影響很大。這些特徵包括：優勢程度、匹配程度、複雜程度、可分程度、交流程度。

在國際間進行市場行銷，瞭解和滿足消費者各方面的需要，就會更為艱難了。

市場行銷人員必須確定在各國市場上，他們的產品和行銷計畫適合消費者獨特的文化和需要的程度。

## CHAPTER 5

### CONSUMER MARKETS AND CONSUMER BUYER BEHAVIOR

#### Summary

This chapter explores the dynamics of consumer buying behavior and the consumer market. Markets have to be understood before marketing strategies can be developed. The consumer market buys goods and services for personal consumption. At present, the world consumer market consists of 6 billion people. The behavior of the consumer is influenced by the buyer's decision process. Buyer characteristics include four major factors: cultural, social, personal, and psychological. Each of these factors is explored in detail and relationships are drawn between them and their subparts and the consumption purchases made by consumers. Since many of these factors are deep and long-lasting in their effect, the marketing manager should pay special attention to acquiring information about them with respect to the organization's target markets. Several examples are presented to illustrate how this might be done.

After the chapter examines the influences that affect buyers, a discussion is presented that examines of how consumers make actual buying decisions. Decisions vary based on the degree of buyer involvement and the degree of differences among brands. A summary discussion is presented that outlines complex buying behavior, dissonance-reducing buying behavior, habitual buying behavior, and variety-seeking buying behavior. Special focus is directed towards a simple model of buying behavior which explains most of the terms pertinent to the study of buying behavior. The simple model ties together material about the buying decision process.



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For new products, special situations affect the consumer choice decision. It has been found that consumers respond at different rates, gain knowledge about the products in different ways, and become aware of "newness" with varying rates of consideration. Factors that speed the rate of adoption of new products are covered and explained.

Understanding consumer behavior is difficult enough for companies marketing within the borders of a single country. The problem is compounded when a firm attempts to market in the global environment. marketers must decide whether to adapt their products to match the demands of the global marketplace or not. The question of adaptation or standardization will be a topic for debate for several years to come.

## Keywords and principle

Many different factors affect consumer buying behavior. Buying behavior is never simple. However, understanding it is the essential task of marketing management.

Consumer buying behavior refers to the buying behavior of final consumers--individuals and households who buy goods and services for personal consumption. The consumer market is all the individuals and households who buy or acquire goods and services for personal consumption.

A model of consumer behavior helps managers answer questions about what consumers buy, where they buy, how and how much they buy, when they buy, and why they buy.

The stimulus-response model of buyer behavior shows that marketing (made up of the four P's--product, price, place, and promotion) and other stimuli (such as the economic, technological, political, and cultural environments) center on the consumer's "black box" and produce certain responses. Marketer's must figure out what is the consumer's "black box." The "black box" has two parts. The buyer's characteristics influence how he or she perceive and react to stimuli. The buyer's decision process itself affects the buyer's behavior.

Consumer purchases are strongly influenced by cultural, social, personal, and psychological characteristics. For the most part, the marketer cannot control them, but they must be taken into account.

Cultural factors exert the broadest and deepest influence on consumer behavior. The marketer needs to understand the role played by the buyer's culture, subculture, and social class. Culture is the set of basic values, perceptions, wants, and behaviors learned by a member of society from family and other important institutions. Culture is the most basic cause of a person's wants and behavior.





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Marketers are always trying to spot cultural shifts in order to imagine new products that might be wanted. Each culture contains smaller subcultures. Subcultures might be nationality groups, religious groups, racial groups, or geographic area groups. Many of these subcultures make up important market segments and many times products are designed for them.

Almost every society has some form of social class structure. Social class is the relatively permanent and ordered divisions in a society whose members share similar values, interests, and behaviors. Social class is measured as a combination of occupation, income, education, wealth, and other variables. Marketers are interested in social class because people within a given social class tend to exhibit similar behavior, including buying behavior. This is most evident in the selection of clothing, home furnishings, leisure activity, and automobiles.

A consumer's behavior is influenced by social factors. These include small groups, family, and social roles and status. A person's behavior is influenced by many small groups. There are several specialized group formations within the larger configuration: Membership groups, Reference groups, aspirational group.

Reference groups expose a person to new behaviors and lifestyles. Influence the person's attitudes and self-concept. They also create pressures to conform that may affect the person's product and brand choices.

Marketers try to identify opinion leaders and direct products and communications toward them.

A consumer's purchases are also influenced by family members. The influence can be very strong since the family is the most important consumer-buying organization in society. It has been extensively researched.

Marketers are interested in the roles and influence of the husband, wife, and children in the purchase of different products and services. Buying roles change with evolving lifestyles. Marketers try to identify the influencer role in a family unit.

A person belongs to many groups and the person's position within each group can be defined in terms of both role and status. People often choose products that show their status in society.

A buyer's decisions are also influenced by personal characteristics such as the buyer's age and life-cycle stage, occupation, economic situation, lifestyle, and personality and self-concept. People from the same social strata can have very different lifestyles. A lifestyle is a person's pattern of living as expressed in his or her psychographics. Lifestyle profiles a person's whole pattern of acting and interacting in the world. It is more than the person's social class or personality. Examples include: Activities (work, hobbies, shopping, etc.). Interests (food, fashion, recreation, etc.).



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Opinions (about themselves, social issues, business, etc.). The most widely used lifestyle classification is the SRI Values and Lifestyles (VALS) typology.

A buyer's choices are influenced by four major psychological factors (motivation, perception, learning, and beliefs and attitudes):

A motive (drive) is a need that is sufficiently pressing to direct the person to seek satisfaction. Several theories of motivation include: Freud's theory of motivation assumed that people are largely unconscious about the real psychological forces shaping their behavior.

Maslow's theory of motivation sought to explain why people are driven by particular needs at particular times. He believed that needs were arranged in a hierarchy (beginning with physiological needs and then continuing with safety, social, esteem, and self-actualization needs).

Perception is the process by which people select, organize, and interpret information to form a meaningful picture of the world. The differences in perception can be accounted for by three perceptual processes: Selective attention, Selective distortion, Selective retention .

Learning is described as changes in an individual's behavior arising from experience. Learning occurs through the interplay of: drive, stimulus object, Cues , response , reinforced. The practical significance of learning theory for marketers is that they can build up demand for a product by associating it with strong drives, using motivation cues, and providing positive reinforcement. A person's beliefs and attitudes are acquired through acting and learning. A company should try to fit its products into existing attitudes rather than try to change them.

Buying behavior differs greatly depending on what is being bought. More complex decisions usually involve more buying participants and more buyer deliberation.

Complex buying behavior occurs when consumers are highly involved in a purchase and perceive significant differences among brands. Consumers may be highly involved when the product is expensive, risky, purchased infrequently, and highly self-expression.

Dissonance-reducing buying behavior occurs when consumers are highly involved with expensive, infrequent, or risky purchase, but see little difference among brands. After these purchases, it is common to experience postpurchase dissonance. Counter dissonance with after-sale communications to support claims and make consumer feel better about purchases.

Habitual buying behavior occurs under conditions of low consumer involvement and little significant brand difference. In these cases, consumer behavior does not pass through the usual belief-attitude-behavior sequence. Ad repetition creates brand familiarity rather than brand conviction.

Consumers undertake variety-seeking buying behavior in situations characterized low consumer involvement, but significant perceived brand differences.



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There are five stages within buyer decision process: need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior.

Need recognition is the first stage of the buyer decision process in which the consumer recognizes a problem or need. A need can also be triggered by external stimuli (such as an advertisement). At this stage, the marketer needs to determine the factors and situations that usually trigger consumer need recognition.

Information search is the stage of buyer decision process in which the consumer is aroused to search for more information; Information can be obtained from several sources: Personal sources , Commercial sources, Public sources , Experiential sources. Generally, the consumer receives the most information about a product from commercial source . the most effective sources tend to be personal. Marketers should carefully understand consumer's sources of information and the importance of each source. Alternative evaluation is the stage of the buyer decision process in which the consumer uses information to evaluate alternative brands choices. Several basic concepts help to explain the consumer-evaluation process.

The purchase decision is the stage of the buyer decision process in which the consumer actually buys the product. Two factor's can come between purchase intention and the purchase decision. They are: The attitude of others. Unexpected situational factors.

Post-purchase behavior is the stage of the buyer decision process in which consumers take further action after purchase based on their satisfaction or dissatisfaction. Determinates are: The relationship between the consumer's expectations and the product's perceived performance.

It is very important to satisfy customers because a company's sales come from two basic groups: new customers and retained customers.

A new product is a good, service, or idea that is perceived by some potential customers as new. The product may have been around for awhile, but marketers are interested in how customers learn about products for the first time and make decisions on whether to adopt them.

The adoption process is the mental process through which an individual passes from first hearing about an innovation to final adoption. Adoption is defined as the decision by an individual to become a regular user of the product.

The five stages of the adoption process are: Awareness , Interest , Evaluation , Trial , Adoption. The marketer must plan how to help the consumer move through these stages.

People differ in their innovativeness or readiness to try new products. Five different adopter categories can be identified as: Innovators ,Early adopters, early majority , late majority ,Laggards. The new product's characteristics will also influence the rate of adoption. Five characteristics that



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are especially important to consider are: relative advantage, compatibility, complexity, divisibility, communicability. Other characteristics such as initial and ongoing costs, risk and uncertainty, and social approval also affect the rate of adoption.

For companies operating in many countries, it is more difficult, but just as important to understand the consumer behavior of the international market. Failing to understand such differences in customs and behaviors from one country to another can spell disaster for a marketer's international products and programs. The marketer will have to decide on the degree of adaptation or standardization that will be appropriate for the international marketplace. Which is the best course of action is open to debate.

## 第六章 產業市場與產業購買行為

產業市場也在許多方面有別於消費者市場。

### 1、定義產業市場並解釋產業市場與消費者市場的區別

產業市場由購買商品和服務的所有組織構成，它們將購買來的商品和服務用以製造其他產品和服務，或者轉售或租賃給其他組織以獲得利潤。與消費者市場的買方通常數量少、規模大，並且地域更加集中。產業需求是衍生需求，非常缺乏彈性，波動大。在產業購買決策時，通常會涉及大量的購買者。與消費者市場的購買者相比，產業購買者要相對訓練有素和更專業化。通常，產業採購決策非常複雜，購買過程比消費者購買也要更正式。

### 2、辨析影響產業購買決策過程的主要因素

產業購買者根據三種不同的情況做出決策：直接重購、調整重購和新購。購買中心是購買組織的決策制定單位，由發揮不同作用的人組成。產業行銷人員需要知道以下問題：誰是主要的參與者？他們在什麼決策中產生影響？每個決策參與者使用什麼評估標準？產業行銷人員也需要瞭解主要的環境、組織、人際關係和個人因素在購買過程中產生的影響。

### 3、列舉並定義購買決策過程的步驟

產業購買決策過程被分為八個階段：確認需求、描述基本需要、確定產品、尋找供應商、提出方案、選擇供應商、制定日常訂貨手續、檢查運行情況。

### 4、比較機構和政府市場，說明機構和政府購買者是如何制定決策的。

機構市場包括學校、醫院、監獄，以及向責任範圍內的人群提供食物和服務的其他機構。這些市場表現出預算低和顧客受限的特點。政府市場是巨大的，為了政府職能的正常運行，它們採購或租賃商品和服務。政府購買者通常是為了社會安全、教育、福利和其他的公眾需要，而進行產品和服務的購買。政府購買具有較高的專業性，並且要求詳細，而且一般採用公開招標和談判的方式進行購買。因為政府購買者在議會和許多民意監督組織的注視下進行購買，所以他們要求大量的表單和簽字，而且訂立合同時，表現得相當審慎，決策時間較長。



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## 關鍵概念和原則

產業市場由所有購買產品和服務，並用它們來產生其他產品和服務的組織構成，這些組織將這些產品和服務銷售、租賃或供應給其他組織。

產業市場與消費者市場主要的差別在於市場結構與市場需求、購買單位的性質、決策類型和決策過程。

產業市場中的購買者數量較少，但購買數額非常大。

產業市場也表現出明顯的地域集中性。

許多產業市場的需求表現為缺乏彈性。

產業市場的需求更具有波動性。

產業採購通常涉及更多的決策成員和更專業化的採購工作。

產業購買者通常面對比消費品購買者更複雜的購買決策。

產業購買過程顯得更加正式。

在產業購買過程中，買賣雙方相互依存。

在組織內部，購買活動由兩個主要部分組成：一是購買中心，由涉及購買決策過程的所有人組成；二是購買的決策過程。

購買主要有三種類型：直接重購、新購、調整重購。

直接重購（straight rebuy）時，購買者只需要重複訂貨而不用做任何修訂。通常由採購部門按常規原則處理。

在調整重購（modified rebuy）中，購買者期望修改產品的規格、價格、條款或是供應商。調整重購通常比直接重購涉及更多的決策參與者。

第一次購買某種產品或服務的公司會面臨新購（new task）的情況。在這種情況下，如果成本或風險越大，決策參與者的人數也越多，他們收集資訊的工作量也越大。

系統銷售是贏取和留住客戶的關鍵的產業行銷策略。

一個購買組織的決策制定單位被稱為組織的購買中心：使用者、影響者、購買者、決策者、門禁者。

購買中心通常包括一些顯而易見的成員，他們正式參與購買決策。

產業購買者在制定購買決策時，會受到許多影響。最為主要的是經濟因素。

大多數企業對企業（B2B）的市場行銷人員認識到情感在產業購買決策中的重要作用。

當若干供應商的議價情況非常近似時，每家供應商都能滿足採購企業的要求，因此，採購員將更多的是根據個人喜好，而不是理性地去選擇供應商。

產業購買者在很大程度上受當前和預期的經濟環境的影響。環境因素、組織因素、人際關係因素、個人因素。

產業購買過程的八個階段。

確認需求的過程可以由內部或外部的刺激引起。

描述基本需求決定所需要專案的特點和數量。

確定產品性能常常需要工程小組做價值分析。價值分析（value analysis）的目的是降低成本。購買工作





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越新，專案越複雜，成本越高，購買者尋找供應商所花的時間也就越多。

提出方案：當專案複雜或價格很高時，購買者通常要求每個可能的供應商提供書面方案或正式檔。

在選擇供應商的階段，購買中心常做一個表格，裏面列出令人滿意的供應商的主要特徵。

許多公司仍然不願採用單一來源。

常規訂貨手續包括最後向選定的供應商訂貨，並列出技術特性、品質要求、預定的交貨時間、退貨政策和保證等等事項。

檢查運行情況可導致購買者繼續、修訂或放棄購買。

迄今為止，企業通過互聯網和廣域網購買的絕大部分產品是 MRO 材料—維護（maintenance）、修理（repair）、運行（operation）。

快速成長的企業對企業數碼採購方式具有許多優勢，包括：減少買賣雙方的交易成本、減少訂貨和運輸時間、創建更具效率的採購系統、營造更緊密的合作夥伴和購買者關係、減少大型和小型供應商之間的競爭差異、使數百萬的採購員、票證處理員失業、降低供應商-購買者忠誠度、產生安全隱患。

機構市場包括學校醫院、護理院、監獄和其他機構，這些機構需要向它們責任範圍內的人提供產品和服務。

政府組織通常要求供應商提交標書，並選擇標價低的供應商。

政府傾向選擇本國而不是國外的供應商。

政府市場的購買者也受環境、組織、人際關係和個人因素影響。

大多數政府向潛在供應商提供詳盡的指南，指導它們如何向政府銷售產品。

非經濟標準也在政府購買中起著重要的作用。

許多向政府銷售產品的公司，並不是以行銷為導向。

在過去的 10 年中，政府的一些採購行為已經在網上進行。

## CHAPTER 6

### BUSINESS MARKETS AND BUSINESS BUYER BEHAVIOR

#### Summary

The business market is huge. In many ways business markets are like consumer markets, but in many other ways they are much different. Points of comparison can be in areas of market structure and demand, the nature of the buying unit, and the types of decisions and the decision process involved.

It can be observed that business markets usually have fewer but larger (volume) buyers who are more geographically concentrated and use more rational methods for making their purchasing decisions. In addition, there are usually more individuals involved in the business buying decision. These professional buyers are also usually better trained and skilled at negotiation than their counterpart consumer buyers. Difficulties arise because business buying decisions are often very complex, more



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lengthy, and more formal in nature. The seller must accommodate and adjust to these characteristics if success in this market is to be obtained.

The chapter explores a variety of models that explain the business buying process. These models are excellent ways to show the main points of the business buying process as compared to those of the consumer buying process mentioned above. It should be remembered that four key questions must be answered before the business market is pursued by the firm's marketing efforts

During the past few years, incredible advances in information technology have changed the face of the business-to-business marketing process. Increasingly, business buyers are purchasing all kinds of products and services electronically, either through electronic data interchange links or on the Internet. The chapter discusses how the "cyberpurchasing" process works for the business-to-business market and details the benefits shared by exchange partners.

The chapter concludes with an examination of two unique non-business markets--institutional and government markets. These markets have additional characteristics and needs. The special features of each are examined.

## **Keywords and principle**

The business market comprises all the organizations that buy goods and services for use in the production of other products and services that are sold, rented, or supplied to others. The business buying process is that decision-making process by which business buyers determine which products and services their organizations need to purchase, and then find, evaluate, and choose among alternative suppliers and brands.

The business market is huge. Business markets also have their own characteristics. The main differences with the consumer markets include: Market structure and demand. Nature of the buying unit. Types of decisions and the decision process.

At the most basic level, marketers want to know how business buyers will respond to various marketing stimuli.

In the organization, buying activity consists of two major parts: the buying center (made up of people involved in the buying decision) and the buying decision process.

The model that describes the buying center and the buying decision process shows that influences come from internal organizational, interpersonal, and individual factors, as well as external environmental forces.



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The model suggests that there are four major questions about business buyer behavior. They are:

Major Types of Buying Situations (What buying decisions do business buyers make?)

There are three major types of buying situations: The straight re-buy, The modified re-buy, The new task. The buyer makes the fewest decisions in the straight re-buy and the most in the new-task decision. Many business buyers prefer to buy a packaged solution to a problem from a single seller. This is called systems buying. Today, systems selling is a key industrial marketing strategy for winning and holding accounts.

Participants in the Business Buying Process (Who participates in the buying process?)

The decision-making unit of a buying organization is called its buying center. These parties share some common goals and risks arising from the decisions. The size and make up of the buying center will vary for different products and for different buying situations. The roles in the buying center include: Users, Influencers, Buyers, Deciders, Gatekeepers.

The major challenge of the buying center concept for the marketer is to find out:

Who is part of the decision? What decisions they influence? Their relative degree of influence? What evaluation criteria each decision participant uses?

Major Influences on Business Buyers (What are the major influences on buyers?)

Of the many factors that can affect business buying behavior, economic and personal factors have been found to be the most important. However, the manager must not forget that emotion can play a role. Influences can be grouped as: Environmental (economic). Organizational. Interpersonal factors. Individual factors.

The Business Buying Process (How do business buyers make their buying decisions?)

There are eight stages in the business buying process. Buyers who face a new task buying situation usually go through all the stages. Buyers making a modified or straight re-buy will skip some of the stages. The stages are: problem recognition. general need description. Product specification. supplier search. proposal solicitation. supplier selection process. order routine specification. performance review.

The seller's job is to monitor the same factors that the buyer is using so it can make sure that it is giving the expected satisfaction to the buyer.

Each organization buys in its own way and each buying situation has its own requirements.

Business buyers may purchase electronically by: Electronic data interchange links (EDI). The Internet.

Cyberpurchasing gives buyers access to new suppliers, lowers purchasing costs, and hastens order



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processing and delivery.

Business marketers are connecting with customers to share marketing information, sell products and services, provide customer support, and maintain on-going relationships.

To date, most of the products bought by businesses through Internet and extranet connections are MRO materials--maintenance, repair, and operations. Benefits of cyberpurchasing by businesses includes: Shave transaction costs by both buyers and sellers. Reduce time between order and delivery. Create more efficient purchasing systems. Forge more intimate relationships between partners and buyers. Level the playing field between large and small suppliers. Problems created by cybersourcing include: Cut purchasing jobs for millions of clerks and order processors. Erode supplier-buyer loyalty. Create potential security disasters.

Institutional markets consists of schools, hospitals, nursing homes, prisons, and other institutions that provide goods and services to people in their care. Institutions differ one from another in their sponsors and in their objectives.

Because of low budgets and captive patrons special selling opportunities exist.

Many marketers set up separate divisions to meet the special characteristics and needs of institutional buyers.

The government market is made up of governmental units that purchase or rent goods and services for carrying out the main function of government. Differences that must be considered when selling to this market include: Who participates in the government buying process? What are the major influences on government buyers? Governments normally supply would-be suppliers with detailed guides describing how to sell to the government. Red tape is very common in selling to governments. Noneconomic criteria is playing an increasing role in government buying. Issues such as minority businesses, discrimination, and favored status are considered. Many companies that sell to the government have not been marketing-oriented for a variety of reasons. Some companies have established departments that handle government business exclusively. During the past decade, some of the government's buying has gone online.

## 第七章 市場細分、選擇目標市場和市場定位

今天的多數公司正在放棄大眾行銷，轉而進行目標市場行銷，即識別細分市場，選擇其中的一個或多個，據此分別設計產品和市場行銷組合。



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## 1、確定目標市場行銷的三個步驟：市場細分、選擇目標市場和市場定位

“市場細分”就是把市場分成不同的購買者群體，他們有不同的需要、特點和行為，可能需要不同的產品或市場行銷組合。一旦識別了這些群體，“選擇目標市場”評估每個細分市場的吸引力，並確定準備進入一個或多個細分市場。“市場定位”包括為產品設計有競爭優勢的定位策略，並制定詳細的市場行銷計畫。

## 2、列出並討論市場細分的主要層次，以及消費者市場和產業市場的細分因素

市場細分可以按照幾個不同的模式進行，包括無市場細分（大眾市場行銷）、完全市場細分（微市場行銷）和介於兩者之間的細分市場行銷或補缺市場行銷。大眾市場行銷是指對所有的顧客採用同一種方法大批量生產、分銷和促銷同一種產品。使用細分市場行銷，公司將整個市場劃分為幾個較大的細分市場，然後根據一個或幾個細分市場的需要提供相應的服務和產品。補缺市場行銷關注更細劃分的細分市場，通常是將細分市場劃分為亞細分市場，或者將其根據一系列特性進行劃分，這些補缺市場行銷尋求特定的利益組合。微市場行銷根據特定個人和特定地區的口味調整產品和行銷策略，包括當地行銷和個人行銷。

細分市場的方法並非只有一種，對於消費者市場，主要的細分因素包括地理、人口特點、心理和行為。地理細分把市場分成不同的地理區域，如國家、地區、州、縣、市或者街區。人口細分是將市場按人口因素分為多個群體，這些因素有年齡、性別、家庭人口、家庭生命週期、收入、職業、教育、宗教、種族和國籍等。心理細分是根據社會等級、生活方式或者個性特點，把市場分成群體。行為細分是根據消費者對於產品的認知、態度、使用或者反應，對市場進行細分。

產業市場還可以根據客戶情況（行業和公司規模）經營特點、購買方式、形勢因素和個性特點進行細分。細分市場分析的有效性依賴於找到具有可測量性、可接近性、實在性、可辨別性和可行性的細分市場。

## 3、解釋公司如何識別有吸引力的細分市場並選擇市場覆蓋策略

為了瞄準最好的細分市場，公司首先要評估每個細分市場的規模和增長特性、結構優勢以及與公司目標和資源的匹配性。然後要選擇三種市場覆蓋策略中的一種。無差異行銷、差異化行銷、集中營銷。

## 4、論述公司如何定位自己的產品，使其在市場上具有最大的競爭優勢。

公司一旦確定了要進入的細分市場，就必須決定其市場定位策略，即在選定的細分市場內佔據什麼位置。定位工作包括三個步驟：識別定位可能基於一系列競爭優勢，確定適當的競爭優勢和選擇整體選用來定位產品的成功價值方案有五種：高質高價、高質同價、同質低價、低質更低價和高質低價。然後，公司把確定的定位有效地向市場進行溝通和傳送。

### 關鍵概念和原則

大部分公司對它們希望溝通的購買者，越來越有選擇性。

目標市場行銷的三個步驟。第一步是市場細分、第二步是選擇目標市場、第三步是市場定位。

市場細分可分為幾個層次，公司可以採用無市場細分（大眾市場行銷）、完全市場細分（微市場行銷）和介於兩者之間的細分市場行銷或補缺市場行銷。

大眾行銷，即對所有的顧客採用同一種方法大批量生產、分銷和促銷同一種產品。它能創造最大的潛在市場，並使成本最小化，但是，當前的許多因素使得大眾行銷舉步維艱。





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細分市場行銷的公司將整個市場劃分為幾個較大的細分市場，然後根據一個或幾個細分市場的需要提供相應的服務和產品。

細分市場行銷在公司可以更有效地進行行銷，針對那些能夠更有效地提供服務並獲取更大利潤的消費者，確定公司的產品和服務，以及銷售管道和溝通方法。其次，公司可根據其確定的細分市場需求來對產品、價格和行銷策略進行微調。最後，關注某個細分市場的競爭者越少，公司面臨的競爭就可能越小。

補缺市場行銷關注這些細分市場中的子群體。

利用補缺市場行銷，小公司能將其有限的資源集中於大競爭者忽略的補缺市場上，從而獲得與大公司競爭的機會。

微市場行銷根據特定個人和特定地區的口味調整產品和行銷策略。包括當地行銷和個人行銷。

當地行銷是指根據當地顧客群的需求（如城市、郊區甚至專賣店），調整品牌和促銷計畫。

個人行銷，即根據單個消費者的需求和偏好來調整產品。

向個體行銷的轉變反映了自我行銷的趨勢，個體消費者在購買何種產品和品牌上，擁有越來越多的自主權。

隨著更多的交互性對話和更少的單方面廣告這一趨勢的持續發展，自我行銷會變得越來越重要。

地理細分把市場分成不同的地理區域，如國家、地區、州、縣、城市或者街區。

人口細分是將市場按人口因素分為多個群體，這些因素有年齡、性別、家庭人口、家庭生命週期、收入、職業、宗教、種族和國籍等。

性別細分一直用於服裝、化妝品和雜誌的市場細分。

在汽車、遊艇、服裝、化妝品和旅遊方面，收入細分被產品和服務的商家使用了。

心理細分是根據社會階層、生活方式或個性特點，將購買分為不同的群體。

行為細分根據人們的知識、態度以及對產品的反應和使用情況，將購買者分為不同的群體。

購買時機包括購買時機細分、利益細分、使用情況細分、使用率細分、忠誠度細分。

市場行銷人員一般不會把其市場細分研究局限於一個或者幾個因素，而是越來越多地使用多種細分因素，以用來識別更小、更好定義的目標群體。

產業購買者可以按地理、客戶特點（行業、公司規模），或者按尋求利益、使用者情況、使用率和忠誠度進行細分，還使用一些其他的因素，如客戶經營特點、購買方式、形勢因素和個性。

公司可以根據一個或者幾個因素的組合來細分國際市場。

有效的細分市場必須具有以下特點：可測量性、可接近性、實在性、可辨別性。

評估不同的細分市場時，公司必須注意三個因素：細分市場的規模與增長特性，細分市場的結構優勢，以及與公司目標和資源的匹配性。

選擇目標市場，公司可以任選一種，即無差異行銷、差異行銷和集中營銷。

無差異行銷策略，公司可以忽略細分市場中的差異，向整個市場提供一套產品或服務。

差異化行銷策略，公司決定瞄準幾個細分市場，並為每個細分市場提供不同的產品或服務。

集中營銷策略，公司資源有限時，公司致力於在一個或幾個細分市場佔有大的市場份額，而不是大市場中的小份額。

今天，互聯網上建店的低成本使得服務於看起來很小的細分市場，甚至是更為有利。



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集中營銷為小公司提供了一種絕佳的方法。

選擇市場覆蓋策略時，要看公司的資源。

目標市場行銷有時也會引起一些爭議和關注，通常涉及對易受影響的、處於不利位置的消費者行銷有爭議的或者有潛在危害的產品。

產品定位是消費者根據產品的重要屬性定義產品的方法，或者說是相對於其他競爭產品而言，產品在消費者心目中佔有的位置。

定位工作包括三個步驟：識別定位可能基於的一系列競爭優勢，確定適當的競爭優勢和選擇整體定位策略。然後，公司把確定的定位有效地向市場進行溝通和傳送。

公司把自己定位為向選定的目標市場提供最大價值，公司就獲得了競爭優勢。定位開始於使公司行銷的產品或服務差異化，這樣才能給消費者帶來比競爭對手更大的價值。

公司或者市場所提供的產品或服務的差異化，可以按照產品、服務、管道、人員或者形象的線路來進行。

它必須確定哪些是其定位策略的基礎，必須決定要推廣哪幾項差異。

公司要避免三個主要的定位誤區。定位不足、定位過度、混亂定位。

如果滿足下列條件，這種差異就是值得利用的：重要性、顯著性、優越性、溝通性、專有性、經濟性、贏利性。

品牌的整體定位叫做品牌的價值方案，即品牌定位基於的整體利益組合。

## CHAPTER 7

### MARKET SEGMENTATION, TARGETING, AND POSITIONING FOR COMPETITIVE ADVANTAGE

#### Summary

Sellers can take three approaches to a market. Mass marketing is the first option. The second option is segment marketing. In the past, these methods were often pursued; however, with increasing fragmentation in the marketplace, niche marketing now has become the option of choice by most firms. Under a newly forming fourth approach, the firm uses micromarketing to tailor products and marketing programs to suit the tastes of specific individuals and locations.

The chapter emphasizes the key steps in target marketing: market segmentation, market targeting, and market positioning. Market segmentation provides a method to divide or segment the market into narrow segments that can be better reached with the resources of the marketer. Market targeting examines each of the designated segment's attractiveness and chooses one or more that match the marketing desires and objectives of the organization. Various coverage strategies are explained and detailed. The concept of market positioning arranges for a product to occupy a clear, distinctive,



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and desirable place relative to competition. Various methods for achieving significant differentiation are explained and illustrated. The above three steps aid the marketer in effectively arranging the company's marketing mix(s) so that the likelihood of consumer response and competitive advantage is maximized by the organization.

## **Keywords and principle**

Today, most companies are moving away from mass marketing. Instead, they practice market segmentation and targeting.

Target marketing involves three major steps: market segmentation, market targeting, market positioning.

Markets consist of buyers and buyers differ in one or more ways. They may differ in their wants, resources, locations, buying attitudes, and buying practices. Through market segmentation, companies divide large, heterogeneous markets into smaller segments that can be reached more efficiently and effectively with products and services that match their unique needs.

Because buyers have unique needs and wants, each buyer is potentially a separate market. Market segmentation can be carried out at several different levels. no segmentation (mass marketing), complete segmentation (micromarketing), or something in between (segment marketing or niche marketing).

A company that practices segment marketing recognizes that buyers differ in their needs, perceptions, and buying behaviors. Segment marketing offers several benefits: The company can market more efficiently, The company can market more effectively by fine-tuning to meet the needs of its designated market(s), The company may face fewer competitors if fewer competitors are focusing on this market segment.

Niche marketing focuses on subgroups within large segments. A niche is a more narrowly defined group. Micromarketing is the practice of tailoring products and marketing programs to suit the tastes of specific individuals and locations. Two forms emerge: Local marketing involves tailoring brands and promotions to the needs and wants of local customer groups--cities, neighborhoods, and even specific stores.

Individual marketing (the extreme of micromarketing) involves tailoring products and marketing programs to the needs and preferences of individual customers. More powerful computers are allowing more firms to pursue this approach. In this form, consumers are taking more responsibility for determining which products and brands to buy.



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Since markets of buyers differ in one or more ways, any of a variety of variables can be used to segment a market.

Geographic segmentation calls for dividing the market into different geographical units such as nations, states, regions, counties, cities, or neighborhoods.

Demographic segmentation calls for dividing the market into groups based on variables like age, sex, family size, family life cycle, income, occupation, education, religion, race, and nationality.

Psychographic segmentation calls for dividing a market into different groups based on social class, lifestyle, or personality characteristics. This method of segmentation is gaining in popularity.

Behavioral segmentation involves dividing a market into groups based on consumer knowledge, attitudes, uses, or responses to a product.

Today there is a trend toward targeting multiple segments. Very often, companies begin their marketing with one targeted segment, then expand into other segments. This often boosts a company's competitive advantage and knowledge of the customer base.

Consumer and business marketers use many of the same variables to segment their markets. segmented geographically or benefits sought, user status, usage rate, or loyalty status. Additional variables unique to this market would be business customer demographics, operating characteristics, purchasing approaches, situational factors, and personal characteristics.

Companies can segment international markets using one or more of a combination of variables. The chief factors that can be used are: Geographic location. Economic factors. Political and legal factors. Cultural factors.

Many companies use an approach called intermarket segmentation.

There are many ways to segment, but not all segmentations are effective. To be useful, market segments must have certain characteristics. Among the most significant of these are: Measurability, Accessibility, Substantiality, Differentiation, Actionability.

The company has to evaluate the various segments and decide how many and which ones to serve. In evaluating market segments, a marketer must look at three factors: segment size and growth, segment structural attractiveness, company's objectives and resources.

Target market is defined as being a set of buyers who share common needs or characteristics that the company decides to serve.

The firm can adopt one of three market-coverage strategies: Undifferentiated marketing (or mass



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marketing) is a market-coverage strategy in which a firm decides to ignore market segment differences and go after the whole market with one offer. Undifferentiated marketing relies on mass distribution and mass advertising for its success.

Differentiated marketing is a market-coverage strategy in which a firm decides to target several market segments and designs a separate offer for each.

Concentrated marketing is a market-coverage strategy in which a firm goes after a large share of one or a few submarkets or niches.

Rapid advances in computer and communications technology are allowing large mass marketers to act more like concentrated marketers.

Many factors need to be considered when choosing a market-coverage strategy.

Among the more important considerations are: Company resources, Product variability, Product's stage in the life cycle, Market variability, Competitor's marketing strategies.

However, target marketing sometimes generates controversy and concern. Cigarette, beer, and fast-food marketers have received criticism in the past.

Increasingly, the Internet has come under attack because of the loose boundaries and lack of controls in marketing practices. Socially responsible marketing calls for segmentation and targeting that serve not just the interests of the company but also the interests of those targeted.

Once the company has decided on segments to enter, it must decide what "position" it wants to occupy in those segments.

A product's position is the way the product is defined by consumers on important attributes--the place the product occupies in consumer's minds relative to competing products.

Because consumers cannot reevaluate products every time they make a buying decision, they "position" products, services, and companies in their minds.

Some firms find it easy to choose their positioning strategy, others do not. The positioning task consists of three steps:

The first step is identifying possible competitive advantages. A competitive advantage is an advantage over competitors gained by offering consumers greater value, either through lower prices or by providing more benefits that justify competitive advantage.

The second step is selecting the right competitive advantage. In so doing, the organization must decide on the following: How many differences to promote?

Which differences to promote? criteria: Important., Distinctive., Superior., Communicable, Preemptive., Affordable, Profitable.





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The company must select an overall positioning strategy. Consumers typically choose products and services that give them the greatest value. The full positioning of a brand is called the brand's value proposition.

The final step is communicating and delivering the chosen position. All the company's marketing mix efforts must support the positioning strategy.

The positioning strategy must be monitored and adapted over time to match changes in consumer needs and competitor's strategies.

## 第八章 產品和服務戰略

提供給顧客的產品和服務都可以從三個層次來審視。核心產品、實體產品和擴展產品。

### 1、定義產品以及主要的產品與服務分類

產品就是向市場提供的，用於引起注意、獲取、使用或消費，以滿足欲望或需要的任何東西。產品包括實物、服務、事件、人員、地點、組織、觀念或者上述這些的組合。

根據使用產品和服務的用戶類型，可以將產品和服務分成兩大類。消費品進一步劃分（便利品、選購品、特購品和非渴求品）。產業用品進一步劃分（材料和部件、資本品、輔助品和服務），其他可以行銷的實體。

### 2、描述產品和服務品牌管理、包裝管理、標籤管理和產品支援服務的作用

企業通過做出有關產品屬性、品牌管理、包裝管理、標籤管理和產品支援服務的決策，為其產品線當中的產品專案制定戰略。產品屬性決策涉及企業提供的產品品質、特徵、風格和設計。品牌管理決策包括選擇品牌名稱、選擇品牌持有方式和制定品牌戰略。包裝管理能夠實現多重利益，比如保護、經濟性、便利性和促銷作用。包裝管理經常包括標籤的設計，讓標籤起到識別和介紹產品的作用，如果可能還要起到促銷的作用。企業還提供產品支援服務，從而提高顧客對服務的滿意度並抵禦競爭對手。

### 3、說明企業在確定產品線和產品組合的時候做出的各項決策

大多數企業生產的是一條產品線而不是單一的一種產品。在制定產品線戰略的時候，行銷人員面對著不少艱難的決策。產品線延伸包括向上、向下和雙向延伸，目的在於搶佔可能被競爭對手佔據的市場空缺。產品線填充則是在現有的產品線範圍內增添新產品。產品組合可以從四個維度進行描述：寬度、長度、深度和一致性。這些維度是制定企業產品戰略的工具。

### 4、闡述對服務行銷造成影響的四方面特徵

服務有四方面特徵。首先，服務是無形的，服務與其提供者是不可分的。再次，服務是易變的，服務是易消失的。每一個特徵都帶來了問題並且提出了行銷方面的要求。行銷人員努力尋求途徑來提高其服務的有形性，提高與服務不可分離的服務提供者的生產率，針對服務的易變性將服務品質標準化，並且針對服務的易消失性提高供給對需求變動的應變能力。

### 5、討論服務企業既關注顧客又關注員工。

服務行銷除了需要外部行銷以外，還需要內部行銷來激勵員工，需要互動行銷在服務提供者之間培養提供



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服務的技能。爲了取勝，服務行銷人員必須創造出競爭差異化優勢，提高服務品質，並且尋求提高服務生產率的途徑。

## 關鍵概念和原則

企業向市場所提供的，既包括有形產品又包括服務。

隨著產品和服務變得越來越大路化，許多公司正努力在爲顧客創造價值方面勇攀新高。爲了使提供給顧客的東西能夠差異化，它們正在創造並且提供全面顧客體驗。

產品計畫者需要在三個層次上考慮產品和服務。核心產品，購買者真正購買的是什麼？

實體產品，具有五方面特性：品質水準、特色、設計、品牌名稱和包裝。

根據使用產品和服務的用戶的類型，可以將產品和服務分成兩大類：消費品和產業用品。

消費品包括便利品、選購品、特購品和非渴求品。

產業用品和服務包括三類：材料和部件、資本品，輔助品和服務。

除了有形產品和服務，近年來行銷專家把產品的概念進一步擴展，包括其“可銷售的實體”——組織、人員、地點和觀念。

組織行銷包括採取的用來創造、維持或改變目標消費者對一個組織的態度和行爲的活動。

人員行銷包括採取的用來創造、維持或改變對特定人的態度和行爲的活動。

地點行銷涉及採取的用來創造、維持或改變對特定地點的態度和行爲的活動。

社會行銷是指標對目標群體，構造和實施能夠提高某種社會觀念、目標和實踐的接受程度的活動。

產品和服務的開發和行銷集中了產品屬性、品牌管理、包裝管理、標籤管理和產品支援服務等幾方面的決策。

開發一個產品或服務就要涉及到如何定義其所能提供的利益。這些利益通過諸如品質、特徵以及風格和設計來溝通和傳達。

品質是行銷人員進行市場定位的主要工具之一。

在過去 20 年間，對品質的再度強調引發了一場席捲全球的品質運動。

全面品質的終極目標不是簡單地減少產品缺陷，而是提高顧客滿意度和價值。

特徵是將本公司產品與競爭對手的產品實現差異化的一種競爭工具。

另一個增加顧客價值的辦法就是借助獨特、鮮明的產品風格和設計。

品牌是用於識別一種產品或服務的生產者或銷售者的名稱、術語、標記、符號、設計或者上述這些的組合。

品牌管理如此強勁，以至如今幾乎找不出什麼是沒有品牌的。

品牌在幾個方面有助於購買者。

一個強勢品牌就具有較高的品牌資產。

品牌資產高的品牌是非常有價值的資產。

高品牌資產爲一個企業提供了多方面的競爭優勢。

一個好名字可以大大促進一種產品的成功。



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一個製造商可以在四種品牌所有權形式當中進行選擇。製造商品牌、分銷商品牌、許可品牌、聯合品牌。

製造商品牌長期以來統治著零售業。不過近來，越來越多的零售商和批發商樹立了它們自己的自有品牌或商店品牌。

在所謂的製造商品牌與自有品牌大戰當中，零售商們佔據了不少優勢條件。

在品牌戰略方面，企業有四種選擇，產品線延伸（將現有品牌名延伸到現有的一個產品類別是的新樣式、新規格和新風格的產品上）、品牌延伸（把現有的品牌名延伸到新的產品類別）、多品牌或新品牌。

企業可以將產品線延伸作為推出新產品的一種低成本、低風險的方法，來滿足消費者多樣化的需求，利用過剩的生產能力或者僅僅是從分銷商那裏爭得更多的架位。不過，產品也有風險。

品牌延伸使新產品能夠迅速被人瞭解並識別，而且更快的為人所接受。

品牌延伸一旦失敗，就會損害消費者對同一品牌標定下的其他產品的態度。

包裝管理涉及產品的容器和包裝材料的設計和生產。

創造性的包裝能夠給企業帶來超過競爭對手的優勢。

為一種新產品開發一個好包裝需要做多種決策。

近幾年，產品的安全性成為包裝方面人們關注的一個主要問題。

許多企業已經開始向“綠色”發展。

法律上對於包裝和標籤方面的問題很久以來就非常關注。

標籤管理近來受到單位定價、注明期限和營養標注等做法的影響。

越來越多的企業開始把產品支援服務作為獲取競爭優勢的一種工具。

現在許多企業通過互聯網提供以前根本就不可能實現的支援服務。

在做出這些決策的時候，行銷人員應當周詳地考慮有關產品開發和淘汰、專利保護、產品品質和安全性以及產品擔保方面的公共政策和法規。

最主要的產品線決策是關於產品線長度的一即某條產品線當中包含的產品專案數量。

產品線往往隨時間而逐漸變長。

企業必須精心管理其產品線。可以通過兩種方式來系統地管理其產品線的長度：產品線延伸和產品線填充。產品線延伸可以向下延伸、向上延伸或者雙向延伸。

企業的產品組合包括四個維度：寬度、長度、深度和一致性。

產品組合的這些維度為界定企業的產品戰略提供了依據。

當今世界的一個主要趨勢就是服務的迅猛發展。

服務產業之間差異顯著。

在規劃行銷方案的時候，企業必須考慮服務的四個特殊特點：無形性、不可分性、可變性和易消失性。

服務-價值鏈把服務企業的利潤與雇員和顧客滿意度連接起來。這個鏈條包括五個連接：內部服務品質、滿意而且高生產率的服務員工、更高的服務價值、滿意並且忠誠的顧客、健康的服務利潤和增長。

服務行銷需要的不僅是傳統的外部行銷中所使用的 4P。還需要內部行銷和互動行銷。

解決價格競爭的出路就在於發展差別化提供物、提供方式和形象。

服務企業實現自身差異化的一個主要方法，就是比競爭對手穩定地提供更高的品質。



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企業應當採取措施不僅努力確保每次都提供優質服務，而且還在發生服務失誤時及時補救。

服務提供者可以通過增加設備和實施標準化生產來將“服務工業”。

企業應當避免過分追求生產率而損害了品質。

國際化產品和服務行銷人員面臨著特殊的挑戰。

包裝管理也給國際行銷人員帶來了新挑戰。

服務行銷人員在走向國際化經營的時候還會遇到特殊的挑戰。

旅遊業也在自然而然地走向國際化經營。

專業服務和商務服務業，比如會計、管理諮詢和廣告業，直到近來才開始走向國際化。

零售商是最晚走向全球化經營的企業之一。

## CHAPTER 8

### PRODUCT AND SERVICES STRATEGY

#### Summary

As the first of the four marketing mix variables, it is often where strategic planning begins. Product strategy calls for making coordinated decisions on individual products, product lines, and product mix. Products and services can be thought of as occupying three levels. Consumer products are usually classified according to how consumers buy them. Industrial goods are classified according to whether materials and parts, capital items, and supplies and services are produced. The primary difference between industrial and consumer goods is the purpose for which the product is bought.

In addition to tangible products and services, in recent years marketers have broadened the concept of a product to include other “marketable entities”—namely, organizations, persons, places, and ideas. Whether an organization is classed as profit or nonprofit, marketing has a role to play in the entity. With the growth of tourism marketing, many states, nations, and attractions have learned how to market themselves effectively. Lastly, idea marketing has gained in popularity in the latter part of this century. Those that study trends in marketing believe that all of the above areas will continue to grow and expand in the years ahead.

Companies have to develop strategies for the items in their product lines. They must decide on product attributes, branding, packaging, labeling, and product support services. Each of these areas is explained so that the individual product decision is seen as a sequence of planned events. Most companies produce a product line rather than a single product. Product line and product mix decisions are critical to the success of the product in a competitive environment. The product mix describes



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the set of product lines and items offered to customers by a particular seller. Product lines must be managed carefully. One way to do this is to examine how to stretch and fill lines. The product mix is described by its width, length, depth, and consistency. Each of these tools helps the planner to properly view the product so it can achieve competitive superiority and better product strategy. Services are different from products. The characteristics of services are examined and detailed. The ability to differentiate and produce high quality services is a must for the services marketer. Today, successful companies focus on the creation of service-profit chains. To make these chains work, a company may have to undertake internal and interactive marketing. Service productivity is as important as manufacturing productivity.

The chapter concludes with a discussion of the special challenges faced by marketers when they attempt to market products and services abroad.

## **Keywords and principle**

A product is anything that can be offered to a market for attention, acquisition, use, or consumption and that might satisfy a want or need. It includes physical objects, services, persons, places, organizations, and ideas, or mixes of these entities. Services are a form of product that consist of activities, benefits, or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything. A company's offer to the marketplace often includes both tangible goods and services.

Product planners need to think about products and services on three levels: core product , actual product, augmented product .

Consumers tend to see products as complex bundles of benefits that satisfy their needs.

Marketers have developed several product-classification schemes based on product characteristics. two broad systems are used.

Marketers usually classify Consumer products further based on how consumers go about buying them. Convenience products, Shopping products , Specialty products, Unsought products .

Purpose of purchase is the chief distinction between industrial products and consumer products. Three groups of industrial products are: Materials and parts. Capital items. Supplies and services.

Marketing has broadened in recent years to cover "marketable" entities other than just products and services. Organization marketing , A major tool to market organizations is corporate image advertising. Person marketing , Place marketing , Idea marketing (also called social ideas marketing)





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There are several decisions relating to the development and marketing of individual products: Product Attributes, such as: Product quality (quality level, performance quality, product consistency or conformance). A "return on quality" is now being tried. Accountability is also important because increasingly quality is being used as a strategic weapon. The ultimate goal of total quality is to improve customer value through satisfaction.

product features. Features help to differentiate the product from those of the competition.

Product design. creating a product that is attractive, easy, safe, and inexpensive to use and service, and simple and economical to produce and distribute.

A brand is a name, sign, symbol, or design, or a combination of these that identifies the maker or seller of a product or service.

Brand names help buyers identify products that might benefit them. Brands also help the seller.

Brand equity is the value of a brand, based on the extent to which it has high brand loyalty, name awareness, perceived quality, strong brand associations, and other assets such as patents, trademarks, and channel relationships. Powerful brand names command strong consumer preference and are powerful assets.

Customer equity tends to aid marketing planning in assuring loyal customer lifetime value.

Selecting a brand name is an important step. manufacturer's brand (or national brand), private brand (or middleman, distributor, or store brand), licensed brand, Co-branding.

Today, an increasing number of private brands are doing well. "The battle of the brands" causes resellers to have advantages.

Licensing of brands has become big business. The Looney Tunes license generates over \$4 billion in annual sales all by itself.

Co-branding is the practice of using the established brand names of two different companies on the same product. It has some advantages and disadvantages.

A company has four choices when it comes to brand strategy. It can: Introduce line extensions. Introduce brand extensions. Introduce multi-brands. Introduce new brands.

Traditionally, packaging decisions were based on cost and production factors. Packaging now has promotional value. To enhance this aspect of the package, the marketer should: Establish a packaging concept. Specific elements of the package. Tie together elements to support the positioning and marketing strategy.



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Labeling performs several functions: identifies, describe , promote . Recently, the aspects of unit pricing, open dating, and nutritional labeling have effects on labeling practices.

Product support services are the services that augment actual products. Many companies are now using the Internet to provide support services that were not possible before.

When making product decisions, companies must observe and take into account public policy and regulations (acquiring or dropping products, patent protection, product quality and safety, and product warranties).

Product strategy calls for building a product line. There are a number of decisions on product line length and product line featuring that marketers must face.

Product lines tend to lengthen over time. The line can be lengthened by: Product line stretching (increasing the product line by lengthening it beyond its current range).

A downward stretch occurs when the company moves from the high end of the market to the lower end. An upward stretch is done when companies at the lower end of the market want to enter the higher end. A two-way stretch occurs when companies in the middle range of the market may decide to stretch their lines in both directions.

Product-line filling is increasing the product line by adding more items within the present range of the line.

A product mix(or product assortment) consists of all the product lines and items that a particular seller offers for sale. A company's product mix can be described in the following ways: width , length , depth , consistency . Using the above information and descriptions, the company can increase its business in four ways.

One of the major world trends in recent years has been the dramatic growth of services. The service industry varies greatly, consisting of governments, private nonprofit organizations, and business organizations.

A company must consider four service characteristics when designing marketing programs: Service intangibility , Service inseparability , Service variability , Service perishability .

Good service firms use marketing to position themselves strongly in chosen target markets. Since the customer and the service provider interact to provide the service, the interaction must be controlled and constantly improved.



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Successful service companies focus their attention on both their customers and their employees. They understand the service-profit chain (the chain that links service firm profits with employee and customer satisfaction). The chain has five links: Internal service quality, Satisfied and productive service employees, Greater service value, Satisfied and loyal customers, Healthy service profits and growth.

Successful service marketing requires internal marketing and interactive marketing. Internal marketing must precede external marketing.

Service companies face three major marketing tasks: Competitive differentiation. Service quality. Service productivity.

International product and service marketers face special challenges. They must figure out what products and services to introduce and in which countries. The firm must decide between standardization and differentiation of the offering. The adaptation seems to be popular as a product and service strategy. Packaging presents special challenges because of language barriers and cultural differences. The new frontier in international marketing seems to be in the service and retailing areas. The ability to overcome the challenges will be the mark of the successful organization.

## 第九章 新產品開發與產品生命週期策略

管理部門可能會保留公司的品牌，也可以重新定位該產品，也可以採取收穫策略，或者決定放棄該產品。公司的現有產品面臨著有限的生命週期，因此必須以新產品來代替。新產品成功的關鍵在於整個企業的努力、縝密的計畫以及系統化的新產品開發。

### 1、解釋公司如何尋找並開發新產品構思

公司從各種管道中尋找新產品構思

### 2、列舉並定義新產品開發程式

新產品開發包括八個階段。始於構思產生，然後是構思篩選，勾畫詳細的產品概念、進行概念測試、商業分析階段、進行具體的產品開發，然後市場測試，最後推廣到市場。

### 3、描述產品生命週期的各個階段

典型的產品銷售曲線為 S 形，由五個階段組成。產品開發期、產品引入期、成長期、成熟期、衰退期。

### 4、描述產品生命週期中的行銷策略變化

在引入期，公司必須選擇一種推出策略與產品定位相適應。在成長期，公司繼續培養潛在的消費者和分銷商，並且要保持競爭領先地位及迅速的增長。在成熟期，繼續投資於產品生產並考慮調整市場、改進產品及行



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銷組合。進入衰退期，公司要考慮如下策略：保持品牌不變，期待競爭首先退出；收穫產品，降低成本，盡力保持銷售；放棄產品，賣給其他公司或者以殘值清算。

關鍵概念和原則 公司獲得新產品的途徑有兩個：一是直接獲取，另一個是通過新產品開發。

新產品開發可能會有很大的風險。

新產品一直有著很高的失敗率。

新產品開發始於構想產生。新產品構想的來源很多：內部資源、顧客、競爭者、管道成員、供應商或其他方面。

大多數公司要求用標準的表格形式來描述新產品構思，以便於新產品委員會審核。

有吸引力的產品構思需要發展成可測試的產品概念。

產品構思轉化為幾種產品概念，

許多公司在開發新產品之前都會與消費者一起進行常規的概念測試。

市場行銷戰略計畫包括三部分。

商業分析包括審查銷售量、成本和利潤計畫，以確定它們是否符合公司的目標。

產品開發階段需要大量的投資，這將決定著產品構思能否轉化為技術上和商業上可行的產品。

市場測試可以使行銷人員提前瞭解行銷時會出現的具體情況，以重新檢驗產品和行銷計畫，包括定位策略、廣告策略、分銷策略、定價策略、品牌策略、包裝策略和預算水準。

進行市場行銷測試時，消費品產品通常採用下列三種方法中的一種：標準市場測試、控制市場測試、模擬市場測試。

如果公司決定將該產品商品化，它將面臨到目前為止最大的成本開支。

公司要確定時機、在什麼地方推出新產品。

為了更早地推出新產品，許多公司開始採用一種更快的、團隊導向的並行（或團隊）產品開發方法。

高層管理者給予團隊總體的策略導向，而不是具體的產品概念或是工作計畫，並行開發也有它的局限性。

一個典型的產品生命週期大致可以分為五個階段：開發期、介紹期、成長期、成熟期、衰退期。

產品生命週期的概念可以用來描述產品種類、產品形式或產品品牌。

介紹期需要一些時間，銷售增長也較為緩慢。

對於公司來說，尤其是必須根據其設定的產品定位選擇推出策略。

成長期，銷售會迅速攀升。在成長階段，公司面臨著高市場份額或高利潤的選擇。

成熟期的持續期一般會比前兩個階段長，並給行銷管理部門帶來最難應付的挑戰。

公司應該設法增加現有產品的消費數量。

衰退也許是緩慢的，也許很迅速。

公司應該注意處理一些老化的產品。



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## NEW-PRODUCT DEVELOPMENT AND PRODUCT

### LIFE-CYCLE STRATEGIES

#### Summary

A company has to be good at developing new products. It also must manage them in the face of changing tastes, technologies, and competition. In addition, new products can fail. The risks of innovation can be as great as the rewards.

The key to successful innovation is in a total-company effort, strong planning, and a systematic new-product development process. The new-product development process consists of eight stages: idea generation, idea screening, concept development and testing, marketing strategy development, business analysis, product development, test marketing, and commercialization. At each stage, a decision must be made as to whether the idea should be further developed or dropped. The company wants to minimize the chances of poor ideas moving forward or good ideas being rejected.

Each product has a life-cycle marked by a changing set of problems and opportunities. The sales of a typical product follow an S-shaped curve made up of five stages. These stages include the product-development stage, the introduction stage, the growth stage, the maturity stage, and the decline stage. As the product passes through these stages, the marketing planner must adjust the organization's strategies and be aware of changing problems, threats, and opportunities. The planner must adjust the firm's marketing mix to these changes and be able to predict when significant changes will occur. Managing change is a true marketing management art and one necessary for the organization to be successful in the long-term.

#### Keywords and principle

A company has to be good at developing and managing new products. Each product seems to go through a life cycle. The product life cycle faces two major challenges: the problem of new-product development, the problem of product life-cycle strategies. The company must manage their new products in the face of changing tastes, technologies, and competition.

Given the rapid change in consumer tastes, technology, and competition, companies must develop a steady stream of new products and services. A firm can obtain new products in two ways: acquisition, new product development .

Innovation can be very risky.

Success factors are thought to be: Unique superior product , well-defined product concept, Other factors(Senior management commitment, Relentless innovation, A smoothly functioning new-product



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development process). The solution lies in strong new-product planning and in setting up a systematic new-product development process for finding and growing new products.

The first step in the new-product development process is idea generation which is the systematic search for new product ideas. There are many sources for new product ideas: Internal sources , Customers, Competitors , Distributors, suppliers. The search for new-product ideas should be systematic rather than haphazard. Top management can avoid many problems by adopting an idea management system that directs the flow of new ideas to a central point where they can be collected, reviewed, and evaluated. The idea manager: Helps to create an innovation-oriented culture. Yields a larger number of ideas.

The second step in the new-product development process is idea screening which involves screening new product ideas in order to spot good ideas and drop poor ones as soon as possible. One way to keep information organized is to have executives write up new-product ideas on a standard form that can be reviewed by a new-product committee.

The third stage in the process is concept development and testing. Concepts may take on several forms: product idea, product concept, product image.

Marketers are always trying to find new ways to make product concepts more real to concept-test subjects.

The fourth step is marketing strategy development which involves designing an initial marketing strategy for a new product based on the product concept. A marketing strategy statement should be produced.

The next step is business analysis which is a review of the sales, costs, and profit projections for a new product to find out whether these factors satisfy the company's objectives.

The sixth step is product development which involves developing the product concept into a physical product in order to ensure that the product idea can be turned into a workable product. This step calls for a large jump in investment.

The seventh step is test marketing which is the stage at which the product and marketing program are introduced into more realistic marketing settings. The amount of test marketing varies with each new product.

When using test marketing, consumer products companies usually choose one of three approaches: Standard test markets, Controlled test markets, Simulated test markets.





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The eighth and final step in the new-product development process is commercialization. The company bringing out a new product must make the following decisions: When? Where?

Many companies are dropping the sequential product development method in favor of simultaneous product development. The methods are best described as Simultaneous product (or team-based) development, it is an approach to developing new products in which various company departments work closely together, overlapping the steps in the product development process to save time and increase effectiveness.

The product life-cycle (PLC) is the course of a product's sales and profits over its lifetime. It involves five distinct stages: The product development stage, The introduction stage, The growth stage, The maturity stage, The decline stage.

Not all products follow the S-shaped product life cycle.

The PLC can describe a product class, a product form, or a brand.

The PLC can also be applied to styles, fashions, and fads.

The PLC concept can be applied by marketers as a useful framework for Describing how products and markets work. Some problems using the concept can arise. When used carefully, the PLC concept can help in developing good marketing strategies for different stages of the product life-cycle.

the first stage to explore in more detail at this point is the introduction stage. In this stage, profits are negative or low because of the low sales and high distribution expenses. The market pioneer must launch its product with a strategy that is consistent with a long-term focus on the market rather than a quick profit gain. Retaining market leadership may be difficult, but is desirable.

The growth stage is the product life-cycle stage during which a product's sales start climbing quickly. Profits increase. The firm faces a trade-off between high market share and high current profit.

The maturity stage is that stage in the product life cycle where sales growth slows or levels off. Product managers may have to do more than simply defend their products. Management has the most experience with this stage. Market modification, Product modification, Marketing mix modification.

The decline stage is the stage in the product life cycle in which a product's sales decline. Companies need to pay more attention to their aging products. Decisions that need to be made are: maintain, harvest, drop.

## 第十章 產品定價：定價考慮因素和方法

價格可以狹義地定義為產品和服務收取的費用，或者廣義地說是顧客擁有和使用產品和服務的利益的交換價值。儘管現代市場行銷的進程中，非價格因素的作用越來越大，價格在市場行銷組合策略中，仍然是一



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個非常重要的因素。儘管如此，許多公司並不擅長處理定價，定價決策和價格競爭是許多市場行銷執行官的主要問題。定價問題的出現經常是因為太過於成本取向，而不能頻繁調整以充分反映市場變化，與市場行銷組合的其他部分不一致，或者不能因產品差異化、細分市場和購買情況而調價。

## 1、確認並定義影響公司定價決策的內部因素

許多內部因素影響公司定價決策，包括公司的市場行銷目標、市場行銷組合策略、成本組織考慮。定價策略主要由公司的目標市場和定價目標決定，定價決策和產品設計、分銷和促銷決策相互影響。因此，設計行銷計畫時，定價策略必須和其他市場行銷組合變數相協調。

## 2、確認並定義影響定價決策的外部因素，包括顧客感知價格和價值的影響

影響定價決策的外部因素包括市場和需求的性質、競爭者的價格和產品以及經濟狀況、中間商需求和政府行為等因素。銷售者的定價自由度隨不同的市場而變化，在壟斷競爭和寡頭市場中，定價尤其具有挑戰性。

最後，由顧客來決定公司的定價是否合適，顧客衡量價格和使用產品的感知價值，如果價格超過了價值量，顧客不會買產品。需求越沒有彈性，公司越可以定高價。因此，需求和顧客感知價值規定了價格的上限。根據不同的產品特點，顧客認定產品的不同價值，商家經常根據不同的價格細分市場確定不同的價格。衡量市場和需求時，公司估計需求曲線，測算一定時期內不同價格水準不可能的購買數量。顧客還把產品的價格和競爭者的產品價格相比較，因此，公司必須瞭解競爭對手產品的價格和品質，並把它作為自己定價的起點。

## 3、比較定價的三種一般方法

公司可以選擇一種方法，或者結合使用三種方法：基於成本定價法（成本加成定價法、盈虧平衡分析和目標利潤定價法），基於價值定價法和基於競爭定價法。基於成本定價法根據銷售者的成本結構定價，而基於競爭者的價格定價；封標定價法迫使公司根據他們認為的競爭報價定價。 關鍵概念和原則

在市場行銷組合中，價格是惟一直接產生收入的因素，其他因素都代表成本。價格也是市場行銷組合策略中最富有彈性的因素，也是許多公司主管面對的頭號問題。

公司的定價決策會受公司內部因素和外部環境因素的影響。

內部因素包括公司的市場行銷目標，市場行銷組合策略、成本和組織情況等。

公司目標越清楚，定價工作越簡單。常見的目標是企業生存最大利潤、市場份額領先和產品品質領先。

價格必須與產品設計、分銷和促銷協調一致，形成一致有效的市場管理計畫。

公司常常根據價格為產品定位，然後確定其他市場行銷組合策略，這時，價格是產品市場定位的主要因素，確定產品市場、競爭和設計。

一些公司不強調價格，而使用其他市場行銷組合策略形成一種非價格定位。

成本給出了公司對產品定價的下限。

公司的成本有兩種形式：固定成本和變動成本。

為了明智地定價，管理部門需要瞭解不同生產水準下的成本情況。

一些公司圍繞經驗曲線制定了成功的策略。

管理部門必須決定組織內部由誰來決定價格，公司定價的方式有多種。

影響定價的外部因素包括市場與需求、競爭以及其他環境因素。



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市場和需求決定了價格的上限。

不同市場決定銷售者定價的自由程度。

在完全競爭條件下，沒有一個購買者或銷售者能對當時的市場價格有所影響。

在壟斷競爭條件下，市場價格的不同與銷售者產品和服務的差別有關。

在寡頭壟斷競爭中，銷售者對其他公司的定價和行銷策略十分敏感。

在完全壟斷市場，不同情況下，定價也有所不同。

消費者會衡量產品的價格是否合適。

公司常常發現很難測量顧客感知到的市場價值。

多數公司通過估計不同價格下的需求量，估計需求曲線。

在測量“價格-需求”關係時，市場研究人員必須防止其他因素影響需求。

市場研究人員需要瞭解價格彈性。

影響公司定價決策的另一個外部因素就是競爭者的成本和價格，以及競爭者對公司定價策略的反應。

公司定價時考察幾種方法：基於成本的定價方法（成本加成定價法、盈虧平衡分析、目標利潤定價法），基於需求的定價法（價值基礎定價法）以及基於競爭的定價法（行市定價法和封標定價法）。

最簡單的定價法是成本加成定價法。

目標利潤定價法需要使用盈虧平衡分析圖。

製造商應該考慮不同的價格，並估計各種價格下盈虧平衡時的產量、可能的需求量和利潤。

基於價值定價法不把銷售的成本作為主要因素，而是根據購買者感知的價值來定價。

公司使用基於價值定價法，必須弄清購買者對不同的競爭產品和服務所確認的價值，而衡量感知價值是很困難的。

越來越多的商家採取價值定價策略，以合適的價格提供合適的品質和良好服務。

零售業一個重要的價值定價形式是日常低價。

使用行市定價法，公司主要根據競爭者的價格定價，不太注意自身成本或者需求。

行市定價法很流行。

基於競爭的定價方法也應用於公司投票競爭項目。

## CHAPTER 10

### PRICING PRODUCTS:

### PRICING CONSIDERATIONS AND APPROACHES

#### Summary

In the narrowest sense, price is the amount of money charged for a product or service. However, this



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meaning has been broadened. Today, despite the increased role of nonprice factors in the modern marketing process, price remains an important element in the marketing mix.

Many internal and external factors influence the company's pricing decision. Internal factors include the firm's marketing objectives, marketing mix strategy, costs, and organization for pricing. External factors that influence pricing decisions include the nature of market and demand, competitor's costs, prices, and offers, and other environmental factors like the economy, reseller needs, and government actions. In the end, the consumer decides whether the company has set the right price.

The consumer weighs the price against the perceived value of using the product. If the price exceeds the sum of the value, consumers will not buy the product. Consumers differ in the values they assign to different product features and marketers often vary their pricing strategies for different price segments. As described in the chapter, the company can select one or a combination of three general pricing approaches: cost-based, value-based, and/or competition-based.

## **Keywords and principle**

All profit and nonprofit organizations must set prices on their products and services. Price goes by many names. Price is the amount of money charged for a product or service or the sum of the values that consumers exchange for the benefits of having or using the product or service.

It should be remembered that price is the only element in the marketing mix that produces revenue; all other elements represent costs. Price is also one of the most flexible of elements of the marketing mix.

The first area to be considered is the internal factors. Internal factors that affect pricing decisions include the following:

Marketing objectives. The first decision to be made by the company is to set overall strategy. Setting objectives (beyond marketing positioning) should be carefully monitored. Some common objectives include the following: survival , current profit maximization, market-share leadership , product-quality leadership. And Other specific objectives.

One product might be priced to help the sales of another product. Nonprofit and public organizations may adopt a number of other pricing objectives.

Marketing mix strategy. Price is only one of the marketing mix tools that a company uses to achieve its marketing objectives.

Companies often make their pricing decisions first and then base other marketing-mix decisions on



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the prices that they want to charge.

Other companies de-emphasize price and use other marketing-mix tools to create nonprice positions. The best strategy is not to charge the lowest price, but rather to differentiate the marketing offer to make it worth a higher price.

Remember that consumers rarely buy on price alone. Instead, they seek products that give them the best value in terms of benefits received for the price paid.

**Costs.** Costs are another internal factor that set the floor for the price that the company can charge. Costs can take two forms: Fixed costs, Variable costs. To price wisely, management needs to know how its costs vary with levels of production. Costs as a function of production experience. Risks are present with this strategy:

**Organizational considerations.** Management must decide within the organization who should set prices.

Three primary considerations affect the pricing decision externally. They are: The market and demand. The market and demand set the upper limit. Pricing freedom varies with different types of markets: Pure competition: No single buyer or seller has much effect on the going market price. Sellers in this type of market do not spend much time constructing strategy.

Monopolistic competition: Sellers try to develop differentiated offers.

Oligopolistic competition: there are a few sellers who are highly sensitive to each other's pricing and marketing strategies. In this market, the seller is never sure that advantage can be gained by cutting prices over the long-term.

A pure monopoly: Monopolists do not always charge a full price because: They do not want to attract competition. They want to penetrate the market faster. They fear government regulation.

Pricing freedom also varies with consumer's perceptions of price and value.

Another factor to determine is the price-demand relationship. Most companies try to measure their demand curves since the type of market makes a difference. In measuring the price-demand relationship, the market researcher must not allow other factors affecting demand to vary.

price elasticity of demand will influence the price-demand relationship. Price elasticity is a measure of the sensitivity (responsiveness) of demand to changes in price. If demand is elastic rather than inelastic, sellers will consider lowering their price.

Other external factors are based on pricing from the competitors. The company needs to learn the price and quality of each competitor's offer and possible competitor's reaction to the firm's pricing



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moves.

Other external factors include: Economic conditions. Reseller's policies (reactions), government, Social concerns.

The price a company charges needs to be somewhere between being too low to produce a profit and too high to produce any demand. Companies set prices by selecting a general pricing approach that includes one or more of three sets of factors.

Cost-based pricing approaches include the following:

Cost-plus pricing is the simplest pricing method. It remains popular .

Break-even pricing (target profit pricing) uses a break-even chart that shows the total cost and total revenue at different levels of sales volume.

they do not take the price-demand relationship into account. When using this method, the company must also consider the impact of price on the sales volume needed to realize target profits and the likelihood that the needed volume will be achieved at each possible price.

An increasing number of companies are basing their pricing on the product's perceived value.

Value-based pricing is setting prices based on buyers' perceptions of value rather than on the seller's cost. A company using this approach must find out what value the buyer assigns to different competitive offers. Pricing in this manner seems to be an increasing trend.

Value pricing strategies are generated (offering just the right combination of quality and good service at a fair price). Forms include: Value-added strategies. One form is everyday low pricing (EDLP), Contrasting this is high-low pricing .

The final approach is competition-based pricing. Variations include: Going-rate pricing. This approach is popular. sealed-bid pricing

## 第十一章 產品定價：定價策略

定價決策受到一系列複雜環境和競爭因素的影響。公司制定的不只是一個價格，而是一個涵蓋它的一系列產品的價格結構。這一價格結構隨產品生命週期的變化而變化。公司調整產品的價格以反映成本和需求的變化，並適應各種購買者和情況的變動。當競爭環境變化時，公司就開始考慮何時開始改變價格和怎樣適應變化了。

### 1、描述模仿產品和新產品的定價策略

定價是一個動態的過程。公司為自己的全部產品設定一個定價結構。隨著時間的推移，公司不斷改變這個結構，以適應不同的消費者和形勢變化，定價策略常常隨著產品生命週期的變化而變化。公司可以從幾“





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價格-品質”策略中選擇一種作為推出模仿產品的定價，包括溢價定價、經濟型定價、優質定價和高索價。在為創新型產品定價時，可以使用撇脂定價法，制定一個很高的價格，從各個細分市場上獲取最大的收入；或者使用市場滲透定價法，制定一個較低的初始價格，深入市場佔領較大的市場份額。

## 2、解釋公司如何找到一個使產品組合總利潤最高的價格系列

當產品是產品組合中的一部分時，公司尋求一個使總利潤最高的產品組合定價策略。在產品線定價中，公司要決定不同產品的價格差別。公司還要為備選產品、附屬產品、副產品和產品束定價。

## 3、討論公司如何調整價格以適應不同的消費者和情況

公司使用一系列價格調整策略，以適應不同的細分市場和情況。一種策略是折扣和折讓定價，第二種策略是細分市場定價，有時，公司在決定定價策略時考慮的不僅是經濟因素，它們使用心理定價以更好地傳達一種產品的定位。另一種方法是地理定價，最後，國際定價策略意味著公司要調整價格，以適應世界不同市場的環境和公司不同市場上的期望目標。

## 4、討論主動變動價格和適應價格變動中的關鍵問題

當公司考慮主動變動價格時，必須同時考慮顧客和競爭者的反應。主動降價和主動提價都會對他們產生不同的暗示。購買者對價格變化的反應，受消費者對價格變化的理解的影響。競爭者的反應可能來自於既定的政策，也可能是來自對各種情況的分析。

在應付競爭者的價格變動中也有許多因素值得考慮。面對競爭者的價格變動，公司必須盡力瞭解競爭者的意圖，變動可能持續的時間及其影響。如果需要快速反應，企業應該事先計畫，對競爭者可能採取的不同價格變動行為準備對策。面對競爭者的價格變動，公司可以保持不變、降低價格、提高感知品質、改進品質、提高價格，或者推出一個戰鬥品牌。

### 關鍵概念和原則

當公司推出一種新產品時，它們有兩種選擇：市場撇脂定價法和市場滲透定價法。

撇脂定價法只有在特定條件下才有意義。

市場滲透定價法要起作用必須滿足幾個條件。

在產品線定價過程中，管理部門必須決定同一產品線中不同產品的價格差別。

許多公司在銷售與主體產品配套的備選產品或附件時，採用備選產品定價法。

如果公司生產的產品與一個主體產品同時使用，需要使用附屬產品定價法。

使用副產品定價法時，製造商需要找到這些副產品的市場，價格只要比儲存和運輸副產品的成本高就可以了。

使用產品束定價法時，銷售商一般將幾種產品組合成一束降價銷售。

許多公司通過調整基礎價格，以回報消費者的某些行為，這些價格調整被稱作折扣和折讓，有多種形式。現金折扣、數量折扣、功能折扣、季節折扣、折讓。

通過細分市場定價法，公司以兩種或多種價格銷售產品或服務。

細分定價策略有消費者子市場定價、產品形式定價、地點定價、時間定價。



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在使用心理定價法時，銷售商不僅要考慮經濟學方面的問題，還必須考慮與價格有關的心理方面的問題。心理定價的另一方面是參考價格，也就是當購買者看到一件產品時心裏所想到的價格。

使用促銷定價法時，公司可以暫時制定低於標準，甚至低於成本的價格。

五種地理定價策略：FOB 起點定價法、統一交貨定價法、地區定價法、基本點定價法、無運費定價法。

公司在某個國家制定價格要考慮許多具體因素，包括經濟狀況、競爭形勢、法律法規，以及批發與零售系統的發展狀況等。

成本對於制定國際價格是一個重要的因素。

促使公司考慮降低價格。一種是公司生產能力過剩，另一種是激烈的價格競爭導致的市場份額下降。

公司可以通過許多方式來提高價格，以跟上成本的增加。

只要有可能，公司應當考慮多種方法來解決成本升高和需求過量的問題，而不是靠提價。

價格升高通常會降低銷售量，但也會對購買者產生一些正面的影響。

當價格變動影響到的企業較少，產品的一致性較高，購買者的資訊充分的時候，競爭者最容易做出反應。

當有幾個競爭者時，公司必須預測每個競爭者可能有的行動。

如果競爭者改變價格。

如果公司決定採取有效的對策，它可能有四種做法。首先，它可以降低價格，與競爭者相匹敵。

公司可以保持價格不變，但是提高產品和服務的感知品質。

公司可以改進品質、提高價格，使自己的品牌進入高層次的市場定位中。

公司可以推出一個低價位的“戰鬥品牌”。

定價中主要的公共政策問題。包括在同一管道上的破壞性定價問題（串通定價和掠奪性定價），以及跨管道的破壞性定價問題（零售價格維持、價格歧視和欺詐性定價）。

## CHAPTER 11

### PRICING PRODUCTS: PRICING CONSIDERATIONS AND STRATEGIES

#### Summary

Since pricing is a dynamic process, companies must design a pricing structure that covers all their products and a variety of constantly changing conditions. Two primary strategies are thoroughly discussed in this chapter.

The marketer wishing to explore pricing strategy options will find a wealth of alternatives from which to choose. The first major option will be pricing with respect to the product mix. Numerous forms of product-mix pricing strategies are examined within the context of the competitive environment. The average marketer does not use all of these methods, however, by studying the options available,



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the marketer enhances his or her ability to be creative with respect to pricing within the context of the product mix.

Sometimes, however, the firm must make adjustments in their pricing process and strategy. These adjustments are made to account for differences in consumer segments and changing situations. Adjustments can occur through discounts and allowances or by desires to segment markets by price. Additionally, price has a psychological aspect that allows for adjustments just as geographical, promotional, and international relationships can alter pricing methods and strategies. The chapter explores each of these areas in some detail.

Reactions to price changes must be carefully studied. The reactions come from the firm, the consumer, the distribution channel, and competition. Response must be carefully measured and be appropriate if marketing success is to be achieved. In conclusion, the chapter briefly touches on public policy with respect to pricing. Pricing does not occur within a vacuum. Once a price has been made (or adjusted) other components of the environment are affected.

## **Keywords and principle**

A company sets not a single price, but rather a pricing structure that covers different items in its line.

Pricing strategies usually change as the product passes through its life cycle. Two basic broad strategies can be considered in the introductory stage of the product's life cycle.

Market-skimming pricing involves setting a high price for a new product to skim maximum revenue from the segments willing to pay the high price. The company makes fewer but more profitable sales. This approach makes sense under certain conditions:

Market-penetration pricing means setting a low price for a new product in order to attract a large number of buyers and a large market share. This approach makes sense under certain conditions too.

When the product is part of a product mix, the product mix pricing strategies often need to be evaluated. There are five product mix pricing situations.

The first situation is product line pricing. It involves setting the price steps between various products in a product line based on cost differences between the products, customer evaluations of different features, and competitors' prices.

The second situation is optional-product pricing. It involves the pricing of optional or accessory



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products along with a main product.

The third situation is captive product pricing. It involves setting a price for products that must be used along with a main product. In the case of services, this strategy is called two-part pricing where the price of the service is broken into a fixed fee plus a variable usage rate.

The fourth situation is called byproduct pricing. It involves setting a price for by-products in order to make the main product's price more competitive. Sometimes companies don't realize how valuable their byproducts are.

The last situation is product-bundle pricing. It involves combining several products and offering the bundle at a reduced price. Price bundling can promote the sales of products that consumers might not otherwise buy, but the combined price must be low enough to get them to buy the bundle.

Companies usually adjust their basic prices to account for various customer differences and changing situations. Six price adjustment strategies are worth mentioning.

Discount and Allowance Pricing. Discounts and allowances include: quantity discount , functional discount, seasonal discount, An allowance, Promotional allowances .

Segmented Pricing. Possible forms include: Customer-segment pricing. Product-form pricing. Location pricing. Time pricing. For segmented pricing to be effective certain conditions must exist.

Psychological Pricing. Psychological pricing is a pricing approach that considers the psychology of prices and not simply the economics; the price is used to say something about the product.

Promotional Pricing. Several forms include: Loss leaders, Special-event pricing , Cash rebates, low-interest financing, longer warranties, or free merchandise, discounts. It has adverse effects .

Geographical Pricing. Geographical pricing must be decided on how to price products to customers located in different parts of the country. Some forms of this are as follows: FOB origin pricing , Uniform delivery pricing , Zone pricing, Basing-point pricing, Freight-absorption pricing .

International Pricing. Companies that market products internationally must decide what prices to charge in the different international countries in which they market. Factors that affect this decision include: Economic conditions. Competitive situations. Laws and regulations. The development of the retailing and wholesaling systems.

Costs play an important role in the pricing decision in the international marketplace.

Initiating price changes means either cutting or raising prices. Initiating price cuts and increases may be necessary because of several situations.

Raising prices can be done by dropping discounts or openly raising them. The company must carefully avoid the image of being a "price gouger. When possible the company must find ways to meet higher



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costs or demand without raising prices.

Buyer reactions to price changes are numerous. Price increases also draw mixed reactions.

Competitors react to price changes in different ways. Competitors are most likely to react when the number of firms involved is small, when the product is uniform, and when the buyers are well informed.

Responses to a competitor's price change can be: Reduce its price, Maintain the company's price but raise the perceived quality of its offer, Improve quality and increase price, Launch a new low-price "fighting brand."

Price competition is a core element of our free-market economy. In setting prices, companies are not usually free to charge whatever prices they wish. Significant legislation that impacts pricing includes: The Sherman Antitrust Act. The Clayton Act. The Robinson-Patman Act.

Public policy on pricing centers on three central issues. Price fixing. Price discrimination, Deceptive pricing

## 第十二章 分銷管道及後勤管理

行銷管道決策是公司面臨的最重要的問題之一。公司的管道決策直接影響著其他所有的行銷決策。各個管道系統帶來不同水準的收益和成本，到達不同的目標市場。管理人員必須仔細地進行管道決策，將現今的需求和未來可能的銷售環境結合起來考慮。一些公司對於其分銷管道很少注意，而一些公司已經使用了創造性的分銷系統，以獲取競爭優勢。

### 1、解釋為什麼公司要使用分銷管道，並討論這些管道所起的作用

大多數公司都使用中間商將產品推向市場。通過它們的關係、經驗、專門知識和經營規模、行銷仲介通常能做到生產企業自己做不到的事情。行銷管道成員承擔了許多關鍵工作。

### 2、討論管道成員是如何相互作用的，以及它們是如何組織起來發揮管道功能

最理想的情況是，由於每個管道成員的成功都依賴於整個管道系統的成功，所有的管道企業都應當協同合作。它們應當理解和接受各自的任務，協調目標和行動，合作達成總體管道目標。通過合作，它們可以更加有效地理解、服務於並滿足目標市場。在大公司中，正式的組織結構分派任務，提供必要的領導來分派任務，管理衝突。擔近年來，新型的管道組織出現了，它們帶來了有力的領導，改善了管道成員的表現。

### 3、明確公司可行的主要管道選擇

每個企業都要明確到達其市場的可行方式。可行的方式很多，有三種最重要的發展趨勢：垂直、水準和混合行銷系統。這些趨勢影響著管道合作、管道衝突和管道競爭。管道設計要從評估顧客對管道服務的需求、公司的管道目標和限制因素開始。然後公司要明確主要的管道選擇，包括仲介機構的種類、中間商的數量及各個





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管道成員的責任。每種可供選擇的管道都要通過經濟標準、控制標準和適應性標準來進行評價。管道管理要求選擇合格的中間商，並對它們進行適當的激勵。對每個管道成員都必須定期進行評估。

## 4、討論實體分銷的性質和意義

越來越多的商業企業開始注意實體分銷，也就是行銷後勤。行銷後勤涉及到協調整個供應鏈的活動，為顧客傳送最大的價值。沒有一個後勤系統能夠在最大限度地滿足消費者的同時，使成本最低。因而，後勤管理的目標是以最小的成本，提供既定水準的顧客服務。主要的後勤職能包括訂貨處理、倉庫、管理、存貨管理和運輸。

## 5、分析整合後勤，討論如何才能建立整合後勤系統，以及它對公司有何益處

整合後勤的概念認為，要改善後勤品質需要團隊合作，建立公司內部跨職能的以及供應鏈上的跨組織的緊密合作關係。公司可以通過建立跨職能部門之間的後勤一致性。管道合作關係可以採取跨公司小組、共同專案和資訊共用系統的形式來建立。通過這樣的合作，許多公司“預期分銷系統”轉變為“反應分銷系統”。如今，一些公司將它們的後勤職能轉包給第三方後勤提供商。

### 關鍵概念和原則

公司常常不怎麼注意分銷管道，因此有時帶來了破壞性的後果。

分銷管道決策常常涉及與其他企業的長期交流。

從經濟系統的觀點來看，行銷仲介的作用是將生產者產出的各種產品轉換成消費者需要的各種產品。行銷仲介在協調供求的方面起到了重要作用。

行銷管道成員承擔了關鍵職能：資訊、促銷、聯繫、調整、談判、實體分派、融資、風險承擔。

在將產品和產品所有權帶給最終購買者的過程中，每一層行銷仲介都代表一種管道層次，使用管道層次的數量來表示管道的長度。

直接行銷管道和間接行銷管道。

分銷管道由那些被共同利益結合在一起的企業組成。

每一個管道成員都在管道系統中發揮著自己的作用，執行一項或多項職能。

理想的狀況是所有管道企業都保持良好的關係，協同努力。

這些對目標和職能的不同意見就產生了管道衝突。

水準衝突發生在執行同一管道職能的企業間。

垂直衝突通常是指執行不同管道職能企業之間的衝突，這就更常見了。

一些管道衝突是以良性競爭的形式出現的，但有時衝突會損害管道系統。為了整個管道系統的良好發展，每一個管道成員都必須專注於自己的職能，管道衝突應當得到很好的管理。

垂直行銷系統是近年來分銷管道方面的最大發展，該系統的出現是對傳統行銷系統的一大挑戰。

垂直行銷系統由製造商、批發商或零售商組成一個統一的系統。

三種主要的垂直行銷系統類型：統一型、契約型和管理型。每種類型都採用了不同方式建立領導階層和分銷權力。





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管道系統的另一個發展方向是水準行銷系統，同一層次的兩個或多個公司聯合起來，抓住新的行銷機會。

當一個企業建立兩個或兩個以上的分銷管道為某個或多個消費者細分市場服務時，就產生了多管道行銷。近年來，對混合管道系統的使用發展很快。

混合分銷管道系統為那些面對著大型和複雜市場的公司提供了許多好處。但是這些混合管道系統很難控制，還會產生管道系統衝突。

仲介弱化意味著產品和服務的製造商將會逐漸繞過行銷仲介，直接向最終購買者銷售，或是全新的管道仲介形式將取代舊有的方式。

仲介弱化為製造商和中間商都帶來了問題和機會。

在設計行銷管道時，製造商要在理想的分銷管道和實際可行的分銷管道中做出選擇。

設計分銷管道必須首先瞭解目標消費者希望從管道系統中得到什麼。

管道目標應當根據目標消費者的期望服務水準來確定。

公司確定了管道目標之後，下一步就是明確主要的管道選擇，包括仲介機構的種類，中間商的數量及各個管道成員的責任。

管理層可能會想到如下的管道選擇：公司銷售隊伍、製造商的代理商、產業分銷商。

行銷中間商的數量有三種策略可以選擇：密集型分銷、專賣型分銷和選擇型分銷。

便利性產品和普通原材料的生產者通常採用密集型分銷。

一些製造商特意限制經銷它們產品的中間商的數量，稱為專賣型分銷。專賣型分銷通常用於新汽車和婦女高級服裝的銷售中。

選擇型分銷使用的中間商不止一個，但又不包括所有願意經銷公司產品的中間商。大多數電視機、傢俱和小型電器的品牌使用這種分銷方式。

製造商和中間商需要對合作條款以及各個管道成員的責任達成一致，包括各成員應遵守的價格政策、銷售條件、地區特權和特殊服務。

每一種管道應當通過經濟標準、控制標準和適應性標準來進行評估。

國際市場的行銷人員在設計分銷管道時面臨著許多更複雜的問題。

管道管理要求選擇和激勵管道成員，並定期評估它們的工作表現。

在選擇中間商時公司應當明確，具有哪些特點才是好的中間商。

有的公司使用“胡蘿蔔加大棒”的方法，一些更先進的公司盡力與分銷商建立起長期的合作關係，包括建立一個能同時滿足製造商和分銷商需求的垂直行銷系統。

製造商必須經常評估分銷管道成員的業績，包括銷售指標、平均倉儲水準、向顧客交貨的時間、損壞和丟失貨物的情況、配合公司促銷和培訓計畫的情況，以及客戶服務水準。

有一些影響管道的法律，其目的是避免因為某些使用排外經營的戰術而使其他公司無法正常地使用管道。

實體分銷或行銷後勤是指計畫、執行和控制原材料、最終產品及相關資訊從起運地到消費地的實體流動，以滿足消費者的需求，並賺取利潤。

行銷後勤系統的目標應當是以最小的成本，提供既定水準的顧客服務。

主要的後勤職能包括訂貨處理、倉庫管理、存貨管理和運輸。



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一旦收到訂單，必須迅速準確地處理。

公司必須決定建立多少個倉庫、什麼樣的倉庫以及設在哪里。

近年來，倉儲設施和設備技術大大改進了。

在進行存貨決策時，管理者必須平衡增加存貨的成本與相應的銷售和利潤的關係。

公司可以有五種運輸方式選擇：鐵路、卡車、水路、管道和航空。

在為產品選擇運輸方式時，運輸者必須權衡許多因素：速度、可靠性、可獲得性、成本及其他因素。

越來越多的公司開始接受整合後勤管理的概念，這一概念認為，要為顧客提供更好的服務和降低分銷成本，需要在公司內部和行銷管道組織中採用協調工作的方式。

整合後勤管理的目標是協調公司的所有分銷決策。

第三方後勤服務，這種整合後勤公司為客戶提供所有的後勤服務，使客戶的產品順利走進市場。

公司使用第三方後勤服務可能有幾個原因，效率更高，成本更低。公司能夠將精力集中在核心業務方面。整合後勤公司更加理解複雜的後勤環境。

## CHAPTER 12

### DISTRIBUTION CHANNELS AND LOGISTICS MANAGEMENT

#### Summary

Distribution channels are identified as being a set of independent organizations involved in the process of making a product or service available for use or consumption by the consumer or business. Making decisions involving distribution channels are among the most complex and challenging decisions facing the firm. Each channel system creates a different level of sales and costs. Unlike flexible elements of the marketing mix, once a distribution channel has been chosen, the firm must usually stick with their choice for some time. In addition, the chosen channel strongly affects, and is affected by, the other elements in the marketing mix.

A strategic planner limits their options if they consider only one channel choice. Each firm needs to identify alternative ways to reach its market. There are many means available. Some of the choices include the range of direct selling to multiple intermediary levels. Each of these options has advantages and disadvantages associated with them. Vertical and horizontal systems are more sophisticated than the basic channel alternatives and each is explained in context with contemporary usage. E-commerce and the use of the Internet has also impacted channel choice and strategy in a profound way.

Channel design begins with assessing customer channel-service needs and company channel objectives and constraints. The company then identifies the major channel alternatives in terms of the types



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of intermediaries, the number of intermediaries, and the channel responsibilities of each. No system, no matter how well it has been planned, is without conflict. Managing distribution conflict is a necessity if quality service and low cost are to be delivered. Since distribution relationships tend to be long-term in nature, the choice of channel partners is very important and should be taken very seriously.

In today's global marketplace, selling a product is sometimes easier than getting it to customers. Therefore, physical distribution and logistics management are receiving increased attention from strategic planners. The task of physical distribution systems is to minimize the total cost of providing a desired level of customer services while bringing those services to the customer with the maximum amount of speed. Major logistics functions of order processing, warehousing, inventory management, and transportation are discussed and explored. The chapter concludes by discussing the cross-functional teamwork within the firm and the relationships of distribution partners that are necessary to make an effective and profitable distribution network.

## Keywords and principle

Marketing channel decisions are among the most important facing marketing managers. A company's channel decisions are linked with every other marketing decision. Distribution channel decisions often involve long-term commitments to other firms.

A distribution channel is a set of interdependent organizations involved in the process of making a product or service available for use or consumption by the consumer or business user.

The use of intermediaries results from their greater efficiency in making goods available to target markets. From the economic system's point of view, the role of marketing intermediaries is to transform the assortments of products made by producers into the assortments wanted by consumers.

Intermediaries play an important role in matching supply and demand.

A distribution channel moves goods from producers to consumers. It overcomes the major time, place, and possession gaps that separate goods and services from those who would use them. Members of the marketing channel perform many key functions. They are: Information, Promotion, Contact, Matching, Negotiation, Physical distribution, Financing, Risk taking.

The question is not if these functions must be performed but rather who will perform them.

Distribution channels can be described by the number of channel levels involved. A channel level is a layer of middlemen that perform some work in bringing the product and its ownership closer to



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the final buyer. The number of intermediary levels indicates the length of the channel. These levels can be described as being: A direct marketing channel, An indirect marketing channel.

All of the institutions in the channel are connected by several types of flows: Physical flow of products, The flow of ownership, The payment flow, The information flow, The promotion flow. These flows can make channels very complex.

Distribution channels are more than simple collections of firms tied together by various flows. A distribution channel consists of firms that have banded together for their common good. Each channel is dependent on the others. Each channel member plays a role in the channel and specializes in performing one or more functions.

Channel conflict is disagreements among marketing channel members on goals and roles—who should do what and for what rewards. Horizontal conflict. Vertical conflict. Some conflict can take the form of healthy competition.

Traditionally, distribution channels have lacked the leadership needed to assign roles and manage conflict.

Historically, distribution channels have been loose collections of independent companies, each showing little concern for overall channel performance. Vertical marketing systems have emerged to challenge conventional marketing channels.

The conventional distribution channel is a channel consisting of one or more independent producers, wholesalers, and retailers, each a separate business seeking to maximize its own profits even at the expense of profits for the system as a whole.

A vertical marketing system (VMS) is a distribution channel structure in which producers, wholesalers, and retailers act as a unified system—one channel member owns the others, has contracts with them, or has so much power that they all cooperate. The major types include: corporate VMS, contractual VMS, (Wholesaler-sponsored voluntary chains, Retailer cooperatives, Franchise operations (Manufacturer-sponsored retailer franchise system, Manufacturer-sponsored wholesaler franchise system, Service-firm-sponsored retailer franchise system)), administered VMS.

Horizontal marketing systems are where two or more companies at one level join together to follow a new marketing opportunity. By working together, they can combine their capital, production capabilities, or marketing resources to accomplish more than if they were working alone.



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Hybrid marketing systems are multi-channel distribution systems in which a single firm sets up two or more marketing channels to reach one or more customer segments. More and more firms are adopting this concept. However, disadvantages do occur:

Changes in technology and the explosive growth of direct and online marketing are having a profound impact on the nature and design of marketing channels.

One major trend is toward disintermediation. Disintermediation means more and more, product and service producers are bypassing intermediaries and going directly to final buyers, or than radically new types of channel intermediaries are emerging to displace traditional ones.

In designing marketing channels, manufacturers struggle between what is ideal and what is practical. Several steps are followed to design channels: Analyzing consumer service needs. Setting channel objectives and constraints. Identifying major channel alternatives. Evaluating the alternatives.

The first step in designing a channel is to analyze customer service needs. To design an effective channel, the designer must know the service levels desired by customers. The company must balance consumer-service needs against the feasibility and costs of meeting those needs and consumer price preferences.

The second step is to set the channel objectives and constraints. Channel objectives should be stated in terms of the desired service level of target consumers. The objectives are influenced by: Product characteristics, Company characteristics, Intermediaries' characteristics, Competitors' channels, Environmental channels.

The next step is to identify the major alternatives available. Concerns are: The types of middlemen., The number of marketing intermediaries(Alternative strategies are: Intensive distribution, Exclusive distribution, Selective distribution), Responsibilities of channel members.

The final step is to evaluate the major channel alternatives. Each alternative should be evaluated against the following criteria: Economic criteria, Control issues, Adaptive criteria.

International marketers face many additional complexities in designing their channels. Each country may have different rules and traditions and the firm must be willing to adapt.

Once the company has decided on the best channel design, it must implement and manage the chosen channel. Steps to do this are found below.



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The first decision that must be reached is to select the channel members. The best approach is to determine what characteristics are necessary, and be able to distinguish the better intermediaries.

Once selected, intermediaries must be continuously motivated to do their best. They must not only sell through them but to them as well. Positive and negative measures are possible--positive is preferred.

Finally, the producer must regularly check on the intermediary's performance against set standards. Periodic requalification is advised. Be sensitive to the needs of dealers and they will be sensitive to the firm's needs as well. Reward good performance.

For the most part, companies are free to develop whatever channel arrangements suit them. Most channel law deals with the mutual rights and duties of the channel members once they have formed a relationship.

In today's global marketplace, selling a product is sometimes easier than getting it to the customers.

Logistics effectiveness will have a major impact on both the consumer's Satisfaction and company costs.

Physical distribution (marketing logistics) involves the tasks of planning, implementing, and controlling the physical flow of materials, final goods, and related information from points of origin to points of consumption to meet customer requirements at a profit.

Modern thinking is to design a system by starting with the customer and working back to the point of origin. This becomes the management of supply chains (value-added flows from suppliers to final users).

The activities of logistics include: Forecasting, Information systems, Purchasing, Production planning, Order processing, Inventory, Warehousing, Transportation planning.

The goal of the marketing logistics system should be to provide a targeted level of customer service at the least cost.

The major decisions include the following: Order processing. Warehousing(how many and what types of warehouses it needs), Inventory. Transportation(Rail, Truck, Water, Pipeline,Air.).

The transportation mode selected depends on several criteria: Speed, Dependability, Availability, Cost, Others.





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Integrated logistics management is the logistics concept that emphasizes team-work, both inside the company and among all the marketing channel organizations, to maximize the performance of the entire distribution system.

One attempt to do this is the creation of cross-functional, cross-company teams. Others use shared projects as means of improving performance. Information-sharing and continuous inventory replenishment systems also help to alleviate problems. The result to the above actions may be to create response-based distribution systems, which are thought to be superior to anticipatory-based distribution systems.

Many companies today are outsourcing their logistics to third-party logistics providers. Companies use third-party logistics providers for several reasons

## 第十三章 零售與批發

儘管許多零售店是獨立所有、自主經營的，但是越來越多的零售店在某種公司制或者契約組織形式下使用共同的品牌。批發商也經歷了近來的環境變遷，其中大多來自于日漸增加的競爭壓力。他們面對著新的競爭來源、要求更高的顧客和越來越多地用於產業、機構和零售購買者的直接購買計畫。

### 1、解釋在分銷管道中零售商和批發商的作用

零售和批發由許多將產品和服務從生產帶到使用的組織組成。零售包括與直接向最終消費者銷售產品或服務以滿足其個人的非商業目的有關的所有活動。批發包括涉及將產品和服務出售給把這些商品或服務再次出售或者用於商業用途的物件的全部活動。批發商行使很多職能，包括銷售和促銷、購買和產品類別管理、化整為零、倉儲、運輸、融資、承擔風險、提供市場訊息、並且提供管理服務和建議。

### 2、描述主要的零售商類型並分別舉出例子

零售商可以分為店鋪零售和無店鋪零售商，無店鋪零售業的發展速度卻大大超過店鋪零售業。店鋪零售業可以根據下列一些標準進一步細分。現在，很多零售商通過公司或協議的零售組織形式集結在同一品牌下。

### 3、識別主要的批發商類型並分別舉出例子

批發商分為三個群體：獨立批發商對商品擁有所有權、經紀人和代理商對商品不擁有所有權、製造商的銷售分支和辦公室。

### 4、闡釋零售商和批發商面對的行銷決策

每個零售商都必須對其目標市場、產品類別和服務、價格、促銷、分銷進行決策。零售商需要精心選擇目標市場並對自己進行強有力的定位。有遠見的批發商正根據目標客戶的需要調整其服務，並努力尋求經營中降低成本的方法，許多大型批發商現在也正走向全球。

### 關鍵概念和原則

零售包括與直接向最終消費者銷售產品或服務以滿足其個人的非商業目的的相關的所有活動。

零售商可以提供三種服務水準中的一種：自助服務、有限服務和全面服務。



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零售商也可以根據其產品組合的長度和寬度進行分類。專賣店、百貨店、超級市場、便利店、超級商店。

零售商業可以根據其要價來分類。大多數零售商以通常的價格提供一般品質的商品和顧客服務，還有一些以更高的價格提供更高品質的商品。以低價格為特徵的零售商看折扣店、“低價”零售商和目錄展廳。

低價零售商有三種主要類型：獨立低價零售商、廠家門市部和倉儲俱樂部。

主要的零售組織類型有公司制連鎖、自願連鎖和零售商合作社、特許經營組織，以及商業集團。

零售商面對的主要行銷決策包括：目標市場和定位，產品種類和服務，價格，促銷以及分銷。

太多的零售商未能清晰地界定目標市場並明確地定位。

零售商的產品組合應當符合目標顧客的期望。

零售商們注意將自己的店面變幻成一個劇院，把顧客帶進一個不同尋常、令人興奮的購物環境。

零售商的價格政策是一個關鍵的定位因素，並且必須根據其目標市場、產品和服務組合以及競爭對手進行決策。

零售商使用常規的促銷工具—廣告、人員推銷、銷售促進、公共關係和直銷—來與每個消費者取得聯繫。

許多零售商已經建立了自己的網站，向顧客提供資訊和其他特色服務，有時還在網上進行直銷。

一個零售商的店址對其吸引顧客的能力而言相當重要。

多數商店現在聚集在一起以提高其顧客的帶動力，並且為顧客提供“駐足一次購物，一網打盡而歸”的便利。

新的零售業態不斷出現，以適應新的形勢並滿足消費者需要，而新零售業態的生命週期卻越來越短。

消費者現在有了更多選擇，包括郵購、電視購物、電話購物和網上購物。

如今的零售商越來越多地面對來自許多其他不同業態零售商的競爭。

大型大宗商店和專賣超級商店的興起、垂直行銷體系和採購聯盟的形成，以及零售業並購的浪潮已經創造了超強的巨型零售商的核心。

零售技術作為競爭工具正變得日益重要。

擁有獨特設計和佈局以及強勢品牌定位的零售商們越來越多地拓展進入其他國家。

隨著獨居、在家工作或者住在彼此分隔的大片郊區的人數的增多，零售店已經出現了一股新的復古潮流，就是這些零售店同時為人們提供相聚的場所。

批發商通常能夠更好地執行下列管道職能：銷售和促銷、採購和產品類別管理、化整為零、倉儲、運輸、融資、承擔風險、市場訊息、管理服務和建議。

批發商主要分成三個類型：獨立批發商、經紀人和代理商、以及製造商的銷售分支和辦公室。

批發商近年來經歷著不斷增長的競爭壓力。他們必須改進其對目標市場的定位，以及行銷組合的戰略決策—產品組合和服務、價格、促銷、分銷。

地域擴張要求批發商學會如何在更加廣闊而又互異的地區進行競爭。

大零售商和大批發商之間的界限越來越模糊。

批發商會繼續增加他們提供給零售商的服務，許多大批發商現在正走向全球。



## CHAPTER 13

### RETAILING AND WHOLESALING

#### Summary

Retailing and wholesaling consist of many organizations bringing goods and services from the point of production to the point of use. Retailing by definition includes all the activities involved in selling goods and services directly to final consumers for their personal, nonbusiness use. Retailers can be classified as store retailers and nonstore retailers. Store retailers can be further classified by the amount of service they provide, the product line sold, relative prices charged, and retail organization format (control of outlets). Nonstore retailers are described as being in direct marketing, catalogs, telephone, home TV shopping shows, home and office parties, door-to-door contact, automatic vending, online services and the Internet, and other direct retailing approaches.

Retailing decisions involve the constant search for new marketing strategies to attract and hold customers. Considerations are the target market and positioning decision, the product assortment and services decision, the price decision, the promotion decision, and the place decision. Retailers operate in a harsh and fast-changing environment, which offers threats as well as opportunities. New retail forms continue to emerge to meet new situations and consumer needs, but the life cycle of new retail forms is getting shorter. In addition to the traditional forms of retailing, consumers now have an array of nontraditional alternatives to choose. The last major trend that seems to be of interest to business strategists and marketers is the rise of huge mass merchandisers and specialty superstores. These forms will have a pronounced effect on the way retailing is conducted in the future.

Wholesaling, unlike retailing, deals with the sale of goods and services that will be resold by and/or used by the business customer itself. One way to study and understand wholesaling is to examine the functions that are performed by the wholesalers. Wholesalers can be divided into numerous groups. Three primary types of wholesalers are merchant wholesalers, agents and brokers, and manufacturer's sales branches. Each of these general types are explained and detailed. The chapter also explains how wholesalers use target market and positioning information and make marketing mix decisions in a rapidly changing domestic and global marketing environment.

#### Keywords and principle

Retailing includes all the activities involved in selling goods or services directly to final consumers



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for their personal, nonbusiness use.

Retailing can be done in stores (store retailing) or out of a store (nonstore retailing).

Retail stores come in all shapes and sizes. They can be classified by the amount of service that they offer, the breadth and depth of their product lines, the relative prices that they charge, and the form of retail organization (control of outlets).

Different products require different amounts of service and customer preferences vary. Retailers can offer three levels of service: Self-service retailers, Limited-service retailers, Full-service retailers.

Retailers can also be classified based on the length and breadth of their product assortments: Specialty stores, Department stores, Supermarkets, convenience store, Superstores.

Retailers can also be classified according to their relative prices: discount store, Off-price retailers (Independent off-price retailers, Factory outlets), Warehouse clubs (or wholesale clubs).

Another way that retail enterprises can be distinguished is in terms of the retail organizational format (control of the outlet). Some typical examples are:

Chain stores. Advantages of this method of organization include: Size, The ability to hire specialists to perform functional duties, Promotional economy.

Typical forms of the chain store method of retailing are: The voluntary chain, The retailer cooperative, A franchise.

The final form in this category is merchandising conglomerates.

Retailers are searching for new marketing strategies to attract and hold customers.

Retailers must first define their target markets and then decide how they will position themselves in those markets. This decision is an important one since many retailers have failed to define their target markets and positions clearly.

When the decisions concerning product assortment and services arise, the retailer considers three variables: The retailer's product assortment, A store's atmosphere.

A retailer's price policy is a crucial positioning factor and must be decided in relation to target market, product and service assortment, and competition. Retailers either seek high markups on lower volumes or low markups on higher volume.

The promotion decision involves deciding among the normal promotion tools of advertising, personal selling, sales promotion, public relations, and direct marketing to reach customers.



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The place decision is often made in terms of three critical factors in retailing: Location is the key to the retailer's ability to attract customers. Some of the forms of clustering are: central business district, A shopping center(regional shopping center , community shopping center ,The neighborhood shopping center .)

The current trend is toward smaller malls located in medium-size and smaller cities in fast-growing areas such as the Southwest. Consumers seem to be tiring of traditional malls.

The future of retailing will be affected by several trends: New retail forms and shortening retail lifecycles, Growth of nonstore retailing, Increasing intertype competition, The rise of megaretailers, The growing importance of retail technology, Global expansion of major retailers, Retail stores as "communities" or "hangouts."

New retail forms will continue to emerge to meet new consumer needs and new market situations. To remain successful, retailers will have to keep adapting. The wheel of retailing is a concept which states that new types of retailers .

Consumers now have an array of alternatives, including mail order, television, phone, and online shopping.

Today's retailers increasingly face competition from many different forms of retailers. The rise of huge mass merchandisers and specialty superstores. Progressive retailers are using computers to produce better forecasts, control inventory costs, order electronically from suppliers, send e-mail between stores, and even sell to consumers within stores. Retail Stores as "Communities" or "Hangouts"

Wholesaling includes all activities involved in selling goods and services to those buying for resale or business use. Wholesalers are those engaged primarily in wholesaling activity.

Wholesalers are used because they are often better at performing the following channel functions than others in the channel: Selling and promoting , Buying and assortment building, Bulk-breaking , Warehousing, Transportation , Financing, Risk-bearing , Market information , Management services and advice.

Wholesalers fall into three major groups. Merchant wholesaler. Two broad types include: Full-service wholesalers, Limited-service wholesalers. Brokers and agents



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manufacturer's sales branch and office.

Wholesalers have faced mounting competitive pressures in recent years. As a result, they have had to improve their strategic decisions.

Wholesalers must define their target markets. They can choose their target groups by examining and classifying: Size of customer , Type of customer , Need for service ,other means.

wholesalers must decide on a variety of issues concerning the marketing mix. The wholesaler's product is its assortment. They also have to think about the services which count most in building strong customer relationships.

Wholesalers usually mark up the cost of goods by a standard percentage. Many times they have to cut this margin to win new customers and in turn ask suppliers for price breaks to free up capital. The promotion decision is difficult because, in general, wholesalers are not promotion-minded. There is a trend toward automation in the wholesaling industry to meet rising costs. Most wholesalers are using the computer to make their operations more efficient.

Progressive wholesalers constantly watch for better ways to meet the changing Recent developments include: Consolidation within the industry is reducing the number of wholesalers. The distinction between large retailers and large wholesalers continues to blur. Wholesalers will continue to increase the services they provide to retailers. Because of shrinking domestic markets and the advent of NAFTA, wholesalers are beginning to go global

## 第十四章 整合行銷溝通

現代市場行銷要求公司還必須與現有的和潛在的顧客進行溝通，而且溝通的內容不應當是隨機的。對大多數公司而言，問題不在於是否需要溝通，而是要花多少錢和以什麼方式溝通。

### 1、列舉並定義行銷溝通組合的工具

一個公司的行銷溝通組合將廣告、人員推銷、銷售推廣、公共關係和直銷工具組合在一起，用來達成公司的廣告和行銷目標。

### 2、討論整合行銷溝通的過程與優點

最近行銷策略從大眾行銷向目標行銷或一對一行銷的轉變，加上資訊技術的進步，對行銷溝通產生了巨大的影響。儘管大眾媒體仍然重要，但已經逐漸讓位于小而集中的媒體。公司所做的“廣播”越來越少，因為宣傳的範圍縮小了。市場行銷溝通人員採用了更豐富而零散的媒體和促銷組合去接觸他們多樣化的市場，同時也面





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臨著給消費者製造出一種溝通大雜燴的風險。爲了避免這種情況，越來越多的公司開始採用整合行銷溝通，這要求將公司所有的溝通資訊整合起來，向目標市場傳達清晰一致的資訊。

爲了有效地整合外部溝通，公司必須首先整合內部溝通行爲。因此公司應當確定各種促銷工具的任務，以及對它們使用的程度，仔細地將各種促銷活動以及大型宣傳活動的時間協調起來。最後，爲了有效地實施整合行銷策略，公司要指定一位行銷溝通總監，負責公司所有的溝通活動。

### 3、列出開展有效行銷溝通的步驟

在準備行銷溝通的階段，溝通人員的首要任務是明確目標受眾及其特徵。然後，溝通人員應當確定溝通目標以及所期望的反應，接著要設計含有有效內容和形式的資訊。然後，選擇人員溝通和非人員溝通的媒體。最後，溝通人員必須收集回饋，觀察市場上有多少人對產品產生認知，試用了該產品，並且在使用過程中感到滿意。

### 4、解釋制定促銷預算的方法，以及影響促銷組合設計的因素

公司必須決定在促銷上花多少錢，最常用的方法包括支付公司能負擔的費用，支付掉銷售額的某一個百分比，以競爭者的費用爲基準，以及根據溝通目標和任務的成本分析來決定花費。

公司還必須決定如何將促銷預算分配到主要的促銷工具上去，以建立促銷組合。公司可以運用推式或拉式促銷策略，或者將兩者結合。最佳的促銷工具組合依賴於產品市場的類型，購買者的準備階段，以及產品所處的生命週期階段。

組織中的所有人都應當瞭解關於行銷溝通的諸多法律和道德問題。公司必須努力地與顧客和經銷商進行公開、誠實、令人愉快的溝通。

## 關鍵概念和原則

對大多數公司來說，問題不在於是否需要溝通，而是要花多少錢和以什麼方式溝通。所有的溝通努力必須組合成協調一致的溝通計畫。

一個公司的行銷溝通組合也叫做促銷組合——將廣告、人員推銷、銷售推廣、公共關係和直銷工具組合在一起，用來達成公司的廣告和行銷目標。

廣告：由特定的資助者出資，以非人員的方式對創意、產品或服務進行推廣。

人員推銷：由公司的銷售人吶喊介紹商品，以達到銷售和建立顧客關係的目標。

銷售推廣：鼓勵購買產品或服務的短期激勵行爲。

公共關係：通過有利的宣傳樹立良好的公司形象，並應付或阻止不利的謠言、新聞或事件，從而與公司的各個群體建立良好關係。

直銷：與經過認真確定的目標顧客進行直接的聯繫，從而獲取直接的回應，建立持久的顧客關係。

每一種促銷方法都有特定的工具。

同時，溝通不限於這些特定的促銷工具。

如今的行銷溝通受兩個重要因素的影響。

從大眾行銷向細分市場行銷的轉變對行銷溝通產生了巨大影響。



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從大眾行銷向目標市場行銷的轉化，以及隨之而來的溝通管道和促銷組合的豐富化，給行銷人員帶來了麻煩。

現在越來越多的公司開始採納了整合行銷溝通的概念。

整合行銷溝通要求明確消費者可能與公司、產品和品牌接觸的所有關係點。

整合行銷溝通包括明確目標市場、制定協調的促銷計畫以獲得有需求的目標受眾的回應。

有效溝通中的幾個關鍵因素。發送者必須知道自己所要到達的是哪些受眾，以及自己所希望的反應。他們必須善編碼，將目標消費者的解碼過程考慮在內。他們還必須通過恰當的媒體到達法，並且建立回饋管道，使公司能夠評估受眾對資訊的反應。

行銷溝通人員必須做以下幾件事：明確目標受眾；確定溝通目標；設計資訊；選擇發送資訊的媒體；選擇資訊來源；收集回饋資訊。

目標受眾定位。必須是潛在購買者或現在的使用者，是作決策或影響購買決策的人。

行銷溝通人員需要知道目標受眾目前所處的階段，以及發展方向。

在將資訊組合起來時，溝通人員必須解決說什麼與如何說。

有三類：理性訴求、感性訴求和道德訴求。

溝通人員還必須確定如何處理三個資訊結構問題。

行銷溝通人員還需要一種有效的格式來傳達資訊。

從廣義上講，溝通管道可以分為兩大類——人員溝通和非人員溝通。

人員溝通管道之所以有效，是因為它能創造人際關係，並產生回饋。

有的人員溝通管道由公司直接控制。

人員溝通對價格昂貴、有風險或高可見度的產品最為有效。

公司可以採取幾種方式來實現人員溝通。

非人員溝通管道直接影響購買者，而且採用大眾傳媒可能會引起更多人員溝通，從而間接影響消費者。

來源可靠的資訊總是更具說服力。

資訊傳遞出去之後，溝通人員必須調查它對目標受眾的影響。

公司面臨的最困難的行銷決策之一是應該花多少錢來從事促銷。

四種常見的制定全盤促銷預算的方法：量力而為法，銷售百分比法，競爭平衡法及目標任務法。

量力而為法，小公司經常使用。以這種方法決定預算完全忽視了促銷活動對銷售量的影響。

儘管銷售百分比法有這些所謂的優點，但事實很難證明這種方法的正確性。

競爭平衡法，兩個論據都不正確，沒有理由相信競爭者會對該公司促銷費用的制定有更好的觀點。

最合乎邏輯的預算編制法是目標任務法，但這種方法也是最難實施的。

每種促銷工具都有獨特的性質和不同成本。行銷人員在選擇溝通工具時必須理解這些特性。

推式促銷和拉式促銷。策略對特定促銷工具的相對重視程度不同。

大多數大公司使用兩種策略的組合。

公司在設計促銷組合策略時要考慮許多因素，包括產品市場的種類和產品生命週期階段。

在不同的產品生命週期，各種促銷工具的效果也不同。



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制定促銷組合和促銷預算之後，公司必須保證所有的行銷組合要素協調一致（整合）。

在設計促銷組合時，公司必須瞭解關於行銷溝通的大量法律和道德問題。

根據法律，公司必須避免虛假或欺騙性廣告。

賣主必須避免誘售法廣告，以虛假的托詞來吸引購買者。

公司的貿易促銷活動也受到嚴格的管制。

公司還可以用廣告來為社會責任計畫做宣傳。

公司銷售人員必須遵守“公平競爭”的原則。

消費者在家中接受拜訪與到商店中尋求產品是兩種不同的情況，因此使用的是不同的規則。

許多人員推銷涉及企業之間的貿易行為。

## CHAPTER 14

### INTEGRATED MARKETING COMMUNICATIONS STRATEGY

#### Summary

Companies must also communicate with their customers and there should be controlled direction to those communications. Promotion provides the primary communication function. As one of the four major elements of the marketing mix, promotion uses advertising, sales promotion, public relations, direct marketing, and personal selling to achieve the company's communication objectives.

The companies must recognize that the face of marketing communications is constantly changing and, to be effective in the future, the marketer must learn to utilize the new techniques in communication that are emerging. The growth and challenges of this promotional communication form are great. The use of computer technology, a desire to get close to the consumer, and an increased use of direct marketing databases has set the stage for increased integrated marketing communications. Under this concept, the company carefully integrates and coordinates its many communication channels to deliver a clear, consistent, and compelling message about the organization and its products. Integrated marketing communications produce better communications consistency and greater sales impact.

Integrated marketing communications involves identifying the target audience and shaping a well-coordinated promotional program to elicit the desired audience response. Too often, marketing communications focus on overcoming immediate awareness, image, or preference problems rather than managing the customer relationship over time. To aid in accomplishing this objective the chapter presents a communication model that has been time-tested. Good communication will result if managers follow this model.



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Building on the aforementioned communications model, the chapter describes the steps in developing effective communication. Once these steps have been put in place, a marketer can feel more comfortable with communication efforts and begin to concentrate on developing sound communications and promotion strategy.

One of the most important decisions to be made by the organization is how much to spend on promotion. The chapter discusses several approaches to the organization of a promotional budget and a mix of tools to accomplish the organization's promotional objectives. There are various strategies that can be considered by the promotional planner.

The chapter concludes by examining the forces that are requiring the organization and its promotional element to be socially responsible in all marketing efforts. People at all levels of the organization must be aware of the growing body of legal and ethical issues surrounding marketing communications.

## **Keywords and principle**

Companies must also communicate with their customers. For most companies, the question is not whether to communicate, but how much to spend and in what ways.

A company's total marketing communications mix is called its promotional mix. The promotional mix is a specific blend of advertising, personal selling, sales promotion, and public relations tools that a company uses to pursue its advertising and marketing objectives.

Although the promotion mix is the company's primary communication activity, the entire marketing mix—promotion and product, price, and place—must be coordinated for greatest communication impact.

Move into the Twenty-First century, marketing managers are facing some new marketing communications realities.

Two major factors are changing the face of today's marketing communications: Mass markets have fragmented, Improvements in computer and information technology. Companies are doing less broadcasting and more narrow casting.

Under integrated marketing communications (IMC), the company carefully integrates and coordinates its many communications channels to deliver a clear, consistent, and compelling message about the organization and its product or service. Integrated communications produce better communication consistency and greater sales impact.



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Today, marketers are moving toward viewing communications as the management of the customer relationship over time.

Communication involves nine elements: Sender, Encoding, Message, Media, Decoding: , Receiver, Response, Feedback, Noise.

The above model points out several key factors in good communication:

The marketing communicator follows a series of steps that helps to insure that effective communication will occur.

Identifying the Target Audience. The target audience heavily affects the communicator's decisions on what will be said, how it will be said, when it will be said, where it will be said, and who will say it.

Determining the Communication Objectives. the target audience may be in any of six buyer readiness states prior to purchase. Buyer readiness stages are the stages consumers normally pass through on their way to purchase. The stages are: Awareness, Knowledge, Liking, Preference, Conviction, Purchase.

Designing a Message. One way to do this is to use the AIDA model: Get attention, Hold interest, Arouse desire, Obtain action.

After considering AIDA, the marketer must decide what to say (message content) and how to say it (message structure and format). The three types of appeals are ,Rational appeals, Emotional appeals, Moral appeals.

The marketing communicator needs a strong structure and format for the message. Three structure issues must be addressed. The message format decides on the headline, illustration, copy, and color. To attract attention the advertiser can use: Novelty and contrast. Eye-catching pictures and headlines. Distinctive formats. Message size and position. Color, shape, and movement.

Choosing Media. The communicator must now select channels of communication. There are two broad types of communication channels: Personal communication channels, Nonpersonal communication channels (Media, Atmospheres , Events).

Selecting the Message . Source . Messages delivered by highly credible sources are more persuasive.

Collecting Feedback. This involves asking the target audience members whether they: Remember the message. How many times they saw it. What points they recall. How they felt about the message. Their past and present attitudes toward the product or company.

The communicator wants to measure behavior resulting from the message.



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Setting the Total Promotion Budget. There are four common methods used to set the total budget for advertising: The affordable method, The percentage of sales method, The competitive-parity method, The objective-and-task method .

Setting the Promotion Mix. Factors that influence the marketer's choice of tools include:  
The nature of the promotional tool. Each of the promotional tools have their own unique characteristics.  
Promotion mix strategies. Marketers choose from two basic strategies: A push strategy , A pull strate.  
The type of product/market. Consumer goods use more advertising and sales promotion, whereas, business markets use more personal selling.  
the stages of the product life cycle.

Having set the promotion budget and mix, the company must now take steps to see that all of the promotion mix elements are smoothly integrated. A checklist includes: Analyze trends--internal and external--that can affect your company's ability to do business. Audit the pockets of communications spending through the organization. Identify all contact points for the company and its brands. Team up in communications planning. Create compatible themes, tones, and quality across all communications media. Create performance measures that are shared by all communications elements. Appoint a director responsible for the company's persuasive communications efforts.

Socially Responsible Marketing Communication. Advertising and Sales Promotion, , Personal Selling

## 第十五章 廣告、促銷及公共關係

公司不應只是製造產品，還要把產品的好處告訴消費者，並在消費者心目中謹慎定位。爲了做到這一點，除了人員推銷，它們還必須熟練使用以特定消費者爲目標的三種大眾推廣手段—公共、促銷和公共關係。

1、確定廣告、促銷和公共關係在整個促銷組合中的作用。

廣告是賣家對收費媒體的使用，告知、勸說並引起別人對其產品和公司的注意，是一個強大的促銷工具。促銷包括很多短期激勵工具。近年來，促銷費用比廣告費用增加得更快。公共關係就是獲得有利的宣傳和樹立有利的公司形象，它在主要推廣手段中用得最少，儘管它對於建立顧客認知和偏好有很大的潛力。

2、描述爲使一個廣告活動獲得發展的首要決策。

廣告決策包括目標、預算、創意、媒體和最後的結果評價。廣告人員應該樹立明確目標，廣告預算要根據承擔能力、銷售額、競爭對手花費或目標和任務來制定。創意決策要計畫創意策略並有效實施。媒體決策包括確定範圍、頻率和效果目標，選擇主要媒體類型，選定媒體載體以及確定媒體時段，創意和媒體決策密切配合，以使效果最好。最後要對廣告之前、期間和之後的溝通與銷售效果進行評價。





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## 3、解釋促銷活動是如何獲得發展與完成的

促銷活動要確定促銷目標，選擇促銷工具，使用交易推廣手段，設計和實施促銷活動，還要決定激勵規模，參與條件、如何推廣和發放促銷品以及促銷時間的長短。整個過程結束後，公司要評價結果。

## 4、解釋公司怎樣利用公共關係與公眾溝通

公司通過制定公關目標、選擇公關創意和工具、實施公關計畫以及評價公關結果，使用公共關係與公眾溝通。為了實現這些目標，公共關係專業人員使用新聞、演說和特殊事件等幾個工具，還要準備書面、視聽和公司識別材料，並對社會公益活動投入金錢和時間。

### 關鍵概念和原則

管理部門開發一個廣告計畫時，要做出四個重要決策：確定廣告目標、編制廣告預算、設計廣告策略和評估廣告活動。

確定廣告目標。目標根據以往有關目標市場、定位和行銷組合的決策來確定，它們規定了在整個行銷計畫中廣告的地位和作用。

廣告的目標可以根據告知、勸說和提醒等主要目的來分類。

一個品牌的廣告預算常常要看其處在產品生命週期的什麼階段。

廣告策略包括兩種主要因素——廣告創意和媒體決策。

在今天耗資巨大且混亂的廣告環境中，好的廣告創意尤其重要。

僅僅為了獲得並抓住注意力，今天的廣告創意必須完善的規劃，更有想像力，並對消費者更具娛樂性和獎勵性。

廣告創意策略要緊隨公司更廣泛的定位策略。

創意人員必須找出最好的式樣、格調、用語及格式來執行創意，任何創意都可以用不同的執行方式加以表現。

廣告客戶還要為廣告確定一個基調。

廣告客戶必須在廣告中使用讓人難忘、惹人注意的字眼。

媒體選擇的主要步驟包括：確定廣告涉及的範圍、出現頻率和效果、選擇主要媒體類型、選擇特定媒體載體、決定媒體時段。

主要媒體類型包括報紙、電視、直接郵購、雜誌、戶外廣告和互聯網，每種媒體都有其優缺點。

媒體效果和成本必須定期重新加以評估。

媒體策劃者必須計算載體到達每千人需要的成本，還要考慮不同媒體的廣告的製作費用，要平衡媒體花費與多個媒體效果因素的關係。

廣告方案應經常對溝通效果和銷售效果進行評估。

廣告的銷售效果往往比溝通效果更難衡量。

開發廣告戰略和方案的時候，公司可能會提出其他兩個問題：第一，公司如何組織廣告部門？也就是誰來負責該廣告任務？第二，面對國際市場的複雜性，公司應如何調整其廣告戰略和方案？



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不同的公司採用不同的組織方法實施廣告宣傳，多數大公司使用外面的廣告機構。

多數大型廣告代理機構擁有人力和資源為客戶解決廣告宣傳活動中各方面的問題，從創建廣告計畫到設計廣告活動，再到準備、推出和評估廣告。

國際廣告客戶面臨的最基本的問題是國際廣告應該做到什麼程度才能適應各國市場的特點。

全球廣告客戶還面對著幾個特殊的問題，例如，各國的媒體成本和可用性差別很大，對廣告業的監管程度也有差異。

促銷手段為多數組織所採用，促銷尤其是在消費品市場上的迅猛增長。

日益增加的促銷活動帶來了與廣告混亂類似的促銷混亂。

促銷目標各有不同。賣方可以使用顧客推廣來增加短期售額，或者建立長期市場份額。

總之，促銷應該建立顧客關係。不是僅僅創造短期銷售額或暫時的品牌轉換，它們應該有助於強化產品定位和建立長期顧客關係。

主要的消費推廣手段包括樣品、贈券、現金返還、特價品、實物獎品、廣告特製品、惠顧獎賞、購買點陳列和展示、比賽、抽獎及遊戲等。

贈送樣品是最有效，也是最昂貴的介紹新產品的方法。

多數主要消費品公司開始減少發放贈券，並更謹慎地定位目標。

在短期的促銷方面，特價品甚至比贈券更為有效。

更多的促銷費用是針對零售商和批發商。貨架空間如此緊缺的今天，製造商必須經常提供減價、折讓、退貨保證、免費物品等給零售商和批發商。

產業促銷能夠產生產業界的潛在客戶、刺激購買、獎勵客戶並激勵銷售人員。

許多公司和行業協會組織產業會議和貿易展覽，來推廣其產品，向產業銷售的公司在貿易展覽上展示產品。

銷售競賽的目的在於激勵銷售人員或經銷商在某段時間內增加、銷售成果。

市場行銷人員要設計完整的促銷方案必須作出幾種決策。確定激勵規模，還要制定參與條件。

公共關係能以低於廣告的成本，對公眾的認識產生強烈影響。

許多公司現在要求其公共關係部門從推銷公司和改善財務狀況方面，來管理它們的所有活動。

公共關係專業人員使用幾種工具，最主要的一個是新聞。

另一種較為普遍的公共關係工具是特殊事件。

公共關係人員還要準備書面資料，以接觸和影響目標市場。

公司網站可以成為很好的公共關係工具。

管理部門應該制定公共關係目標，選擇公共關係資訊和工具，實施公共關係計畫並評價結果。

## CHAPTER 15

### ADVERTISING, SALES PROMOTION, AND PUBLIC RELATIONS



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## Summary

Three of the promotional mix elements (advertising, sales promotion, and public relations) are mass communication tools. Advertising is the first of these important elements to be discussed in the chapter. There are five important tasks to be accomplished as the marketer attempts to organize and direct the advertising function. Each of these tasks is discussed in detail and explained within the context of building an advertising campaign. In addition, several forms of advertising, various advertising strategies, and descriptions of the mass media are presented to the reader. The marketing firm can undertake the advertising function themselves or they can contract with an advertising agency to accomplish their advertising objective, planning, and implementation.

Sales promotion offers the buyer reasons to buy now. In addition, sales promotion is also intended to stimulate reseller effectiveness. Sales promotion has grown rapidly in the recent past because of pressure to increase sales, increased competition, and the declining efficiency of the other mass communication methods. The chapter discusses the objectives of a sound sales promotion campaign and offers examples of the major tools for accomplishing those objectives.

Public relations, is an attempt to build good relations with the company's various publics by obtaining favorable publicity, building up a good "corporate image," and handling or heading off unfavorable rumors, stories, or events. The organization has a variety of tools at their disposal for accomplishing this feat. One of the overriding tasks of public relations is to control the exposure and relationship with the mass media. By focusing on consumer attitudes, awareness, and knowledge of the organization, the company is better prepared to succeed. Public relations has even been extended to the Internet and companies are beginning explore ways to increase its effect in the newly emerging world of e-commerce.

## Keywords and principle

Advertising is centuries old. Although advertising is used mostly by business firms, it is also used by a wide range of nonprofit organizations, professionals, and social agencies.

Advertising is formally defined as being any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor .

Marketing management must make five important decisions when developing an advertising program: Setting advertising objectives. Setting advertising budgets. Developing advertising strategy. Message decisions. Evaluating advertising campaigns.



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Setting advertising objectives is the first step in developing an advertising program.

Advertising objectives can be classified by primary purpose as: Informative advertising , Persuasive advertising , Comparison advertising , Reminder advertising.

After determining its advertising objectives, the marketer must set the advertising budget for each product and market. Four commonly used methods for setting promotion budgets were discussed in Chapter 14. Some specific factors that should be considered when setting the advertising budget are: Stage in the product life cycle, Market share, Competition and clutter, Product differentiation.

Developing Advertising Strategy. Advertising strategy consists of two major elements: creating the advertising messages and selecting the advertising media.

The budget must be invested in effective advertising messages. The first step in creating effective advertising messages is to decide what general message will be communicated to consumers (plan a message strategy). The next major phase is to examine the impact of the message (message execution). They are: Slice of life, Lifestyle, Fantasy, Mood or image, Musical, Personality symbol, Technical expertise, Scientific evidence, Testimonial evidence or endorsement.

The major steps in selecting the media are: Deciding on reach, frequency, and impact. Each medium has different reach, frequency, and impact as well as advantages and limitations. Media planners consider the following factors when making their choice: The media habits of consumers. The nature of the product. The types of messages. Cost.

The media planner must now choose the best media vehicles. This choice is based on which vehicles give the best reach, frequency, and impact for the money.

Deciding on the media timing is also an important decision. The advertiser must decide how to schedule the advertising over the course of a year. They also have to examine the pattern of the ads . Forms to be considered are: Continuity, Pulsing.

Evaluating Advertising. The advertising program should evaluate both the communication effects and the sales effects of advertising regularly. This involves copy testing , sales effect .

Different companies organize in different ways to handle advertising. Small companies usually use their own employees. Large companies may use advertising agencies.

Ad agencies can be very large. Large agencies divide their staffs to specialize in creative, media, research, or business (account planning). Agencies are also growing by diversifying into related marketing services. Creative boutiques provided by smaller and more independent agencies specialize in creative functions.

International advertisers face many complexities not encountered by domestic advertisers. The general rule is to think globally but to act locally.



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Sales promotion is a mass communication technique that offers short-term incentives to encourage purchase or sales of a product or service.

Sales promotion tools are used by a variety of organizations. These tools can take the form of consumer promotions, business promotions, trade promotions, and even sales force promotions.

Today, in the average packaged-goods company, sales promotion accounts for 74 percent of all marketing expenditures.

Sales promotion objectives vary widely. General forms are: Increase short-term sales or help build long-term market share. Get retailers to carry new items and more inventory, advertise products, give products more shelf space, and get them to buy ahead. Support the sales force.

In general, sales promotion should focus on consumer relationship building.

The primary consumer promotion tools are: Samples, Coupons, Cash refund offers, Price packs (cents-off deals, Premium, Advertising specialtie. Patronage rewards, Point-of-purchase (POP) promotions, Contests, sweepstakes, and game.

Trade-promotional tools include: Discount (Can be called price-off, off-invoice, or off-list), Allowance( advertising allowance, display allowance, free goods,, specialty advertising items).

Business-promotion tools (such as conventions, trade shows, and sales contests) are intended to generate business leads, stimulate purchases, reward customers, and motivate salespeople.

Developing the Sales Promotion Program: Decide on the size of the incentive. Set conditions for participation. Decide how to promote and distribute the promotion program. Determine the length of the promotion. Evaluate the program.

Public relations involves building good relations with the company's various publics by obtaining favorable publicity, building up a good corporate image, and handling or heading off unfavorable rumors, stories, and events.

Major functions are: Press relations or press agency, Product publicity, Public affairs, lobbying, Investor relations, Development.

Public relations is used to promote products, places, ideas, activities, organizations, and even nations.

Public relations can have a strong impact on public awareness at a much lower cost than advertising.



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Many companies today are looking for public relations to take a more active role in marketing and promotion planning. Marketing public relations departments are being formed.

Major Public Relations Tools :News, Speeches, Special events, Written materials , Audiovisual materials, Corporate identity materials, public service activities.

A company's Web site can be a good public relations vehicle. Consumer and members of other publics can visit the site for information and entertainment.

Major public relations decisions include: Setting public relations objectives. Choosing public relations messages and vehicles. Implementing the public relations plan. Evaluating the results

## 第十六章 人員推銷和銷售管理

銷售是世界上最古老的行業之一。銷售隊伍的成員在現代市場行銷組織中，發揮著重要作用。

銷售人員這個詞覆蓋了很多職位。

### 1、討論公司的銷售人員在為顧客創造價值並建立顧客關係中的角色

多數公司使用銷售人員，許多公司把銷售人員作為市場行銷組合中的重要角色。

作為市場行銷組合的一個元素，銷售人員對於實現某些市場行銷目標，開展諸如發掘、溝通流、銷售和服務以及資訊收集之類的活動，是非常有效的。但是，公司越來越以市場為導向，關注市場的銷售人員還要負責產生顧客價值和公司利潤。

銷售人員的高成本需要有效的銷售管理流程，共有六個步驟：設計銷售人員戰略和結構、招募和選拔、培訓、激勵、監督和評估銷售人員。

### 2、說明公司如何策劃銷售人員戰略和結構

在設計銷售隊伍時，銷售管理必須注重這樣一些問題，比如：何種類型的銷售隊伍結構效果最好，銷售隊伍的規模應該多大才合適，誰應參與銷售以及各種銷售和銷售輔助人員應如何合作。

### 3、說明公司如何招募、選拔和培訓銷售人員

招募銷售人員時，公司可能根據其最成功銷售人員的工作職責和特點，來提出對銷售人員的要求，然後通過現有銷售人員的推薦、就業服務機構或分類廣告來尋求申請者，並在大學生中進行挑選。選拔過程中，程式可能多變，從簡單的非正式面試到冗長的測驗和訪談。選拔過程結束後，培訓過程使新的銷售人員不僅要熟悉銷售藝術，還要熟悉公司歷史、產品和政策以及其市場和競爭對手。

### 4、描述公司如何激勵和監督銷售人員，怎樣評價銷售人員的績效

銷售人員的激勵制度有助於獎勵、鼓勵並引導銷售人員。公司要定期對銷售人員的績效進行評估，以使他們做得更好。評估銷售人員時，公司依靠平時的資訊，主要管道是銷售報告，個人觀察、顧客信件和投訴、顧客調查以及與其他銷售人員的談話。

### 5、論述人員推銷過程，區分交易導向和關係導向的市場行銷





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推銷包括七個步驟的銷售程式：發掘和選擇合格者、事前籌畫、接近、介紹和示範、應付反對意見、成交和事後跟蹤。這些步驟幫助市場人員完成特定的銷售，是交易導向的。然而，銷售人員和顧客的接觸應該遵循關係行銷的觀念。公司的銷售人員應該幫助協調整個公司的力量，以優越的顧客價值和滿意度為基礎，與主要顧客發展有利可圖的長期關係。

## 關鍵概念和原則

有許多類型的人員推銷工作，人員推銷所扮演的角色在各公司有很大的差異。

銷售是世界上最古老的行業之一，人們對人員推銷有很多成見，包括一些不好的印象。

然而，現代的銷售人員與這些不幸的老套形象大不相同。

銷售人員這個名字包括了許多不同的職務。

銷售人員在公司與顧客之間起到關鍵的紐帶作用。

同時，銷售人員代表顧客與公司打交道，在公司內部擔當著消費者利益的維護者。

當公司走向更強的市場導向時，它們的銷售人員變得更有市場針對性和以顧客為導向。

銷售人員管理定義為分析、計畫、執行和控制銷售人員的活動，包括籌畫銷售人員策略及結構，以及招聘、選拔、培訓、獎勵、監督和評估。

銷售隊伍結構，一個公司能根據產品線來劃分銷售責任。如果公司只有一條產品線，而且只賣給某一行業分散于各地的顧客，公司可使用區域銷售結構。如果公司銷售各種不同的產品，顧客類型也多，它可以採用產品銷售結構、顧客銷售結構或兩者結合。

銷售人員是公司最具生產性、但也是最昂貴的資產之一。

許多公司採用工作負荷法確定其銷售人員編制的規模。

銷售管理部門必須決定誰將參與銷售工作，以及不同的銷售及輔助人員應如何合作。

公司可能有外部銷售人員或內部銷售人員，外部銷售人員外出拜訪顧客，內部銷售人員在辦公室通過電話或接待潛在顧客的訪問來開展業務。

互聯網也為銷售隊伍重建和銷售活動管理提供了很大的潛力。

多數公司正在使用團隊銷售為大型的複雜客戶提供服務。

這樣的團隊可能包括銷售公司各個領域或者各個層次的專家—銷售、行銷、技術和維護服務、研發、設計、運營、財務及其他。

銷售隊伍成功的要訣是招募和選拔優秀的銷售人員。

一項研究認為好的銷售人員應熱情、耐心、積極、自信，對工作有獻身精神。

許多公司對應徵者進行正式的測驗，測驗一般衡量銷售能力、分析和組織技能、個性及其他特性。

今天的銷售人員通常會接受為期數周或數月甚至於一年或更長時間的培訓，平均期限為 4 個月。

為了吸引銷售人員，公司必須有優厚的酬勞方案。酬勞的水準必須接近這種類型的銷售職業和所需技巧的現行標準。

報酬由幾個要素構成—固定數額、變動數額、費用津貼和附加福利。



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管理部門必須確定這些報酬如何組合對這些銷售職業最有意義。

公司對銷售人員監督的嚴格程度各不相同。

管理部門可以採用組織氣氛、銷售配額和正面激勵等方法，提高銷售人員的士氣和工作績效。

許多公司通過制定銷售配額激勵其銷售人員。

利用銷售人員報告及其他資訊，銷售管理人員可正式評估銷售人員。

大部分培訓方案把推銷過程視為銷售人員必須掌握的幾個步驟。

準確地接近潛在顧客對於成功推銷是很關鍵的。

銷售人員需要知道如何找到合適的線索——就是如何識別好的並過濾差的潛在顧客。

銷售人員訪問潛在顧客前應盡可能瞭解顧客以及它的採購人員，這個步驟稱為事前籌畫。

在接近階段，銷售人員應該知道如何會見和招呼買主，並使彼此的關係有個好的開始。

在推銷過程的介紹階段，銷售人吶喊向買主講述產品的“故事”，說明產品如何能使顧客賺錢或者省錢。

採購方最不喜歡的銷售人員特徵是強迫推銷、遲鈍以及缺乏準備和組織。

產品貨樣或演示可以使銷售介紹效果更好。

在處理反對意見時，銷售人員必須採取積極的態度，設法找出隱藏的反對原因，要求購買者闡述其反對理由，使之成為提供資訊的機會，並將這種拒絕轉變為使顧客購買的理由。

有些銷售人員無法進入這一成交階段，或者不能把它處理好。

如果銷售人員希望確保顧客滿意，並與顧客繼續保持業務上的往來，事後追蹤這個最後的步驟是必不可少的。

如今，大部分公司正在拋棄強調完成交易的交易行銷。取而代之，它們正在進行關係行銷，強調通過創造優越的顧客價值和滿意度來建立和維護與顧客之間有利可圖的長期關係。

關係行銷基於這樣的前提：重要的顧客需要受到集中、持續的注意。

## CHAPTER 16

### PERSONAL SELLING AND SALES MANAGEMENT

#### Summary

Today, most companies use salespeople to bring their company's offering to the consuming or business publics. The salesperson's role is a key one in the organization. The high cost of maintaining a sales force means that management is especially interested in how to efficiently organize this vital element. Six basic steps or decisions are important to the sales management process.

As an element of the marketing mix, the sales force is very effective in achieving certain marketing, communication, and promotion objectives. The formal steps in the selling process that aid



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the accomplishment of these objectives are prospecting and qualifying, the preapproach, the approach, presentation and demonstration, handling objections, the closing, and a follow-up. If the salesperson follows these steps, he or she is more likely to be viewed as a problem-solver rather than as a hard-sell salesperson by the consumer.

Great salespeople have drive, discipline, and relationship-building skills. Relationship marketing is the process of creating, maintaining, and enhancing strong, value-laden relationships with customers and other stakeholders. Relationships are more important than mere transactions. Transactions can be completed quickly (and sometimes only once), whereas, relationships can last a lifetime. Good salespeople study their account's problems. Experienced sales people understand that if they call or visit an account frequently, work with the customer to help solve the customer's problems and improve its business, and take an interest in customers as people sales success will follow

## **Keywords and principle**

Sales forces are found in many organizations other than just "profit-motivated" organizations.

There are many types of personal selling jobs, and the role of personal selling can vary greatly from one company to another.

Selling is one of the oldest professions in the world. The term salesperson covers a wide variety of positions and responsibilities.

Personal selling is the interpersonal arm of the promotion mix. Personal selling can be more effective than advertising in more complex selling situations. Personal selling involves two-way, personal communication between salespeople and individual customers.

The salesperson serves as a critical link between a company and its customers. The salesperson can represent both buyer and seller. Salespeople are becoming more market-focused and customer-oriented. The salesperson aids the organization in creating long-term, profitable relationships with customers.

Sales force management is the analysis, planning, implementation, and control of sales force activities. It includes designing sales force strategy and structure, and recruiting, selecting, training, supervising, and evaluating the firm's salespeople.

Marketing managers face several sales force strategy and design questions. First, how does the firm



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divide up sales force responsibilities?

Territorial sales force structure is a sales force organization that assigns each salesperson to an exclusive geographic area and the salesperson sells the company's full line of products or services to all customers in that territory. This form is often supported at various levels by managerial structure.

Product sales force structure is a sales force organization under which salespeople specialize in selling only a portion of the company's products or lines. Problems can occur if a single large customer buys many different company products.

Customer sales force structure is a sales force organization under which salespeople specialize in selling only to certain customers or industries. This form can help to become more customer focused. Complex sales force structure forms are usually deviations of the basic three mentioned above.

Most companies use some form of workload approach to determine sales force size. The workload approach is an approach to setting sales force size whereby the company groups accounts into different size classes and then determines how many salespeople are needed to call on them the desired number of times.

The company may have an outside sales force (field sales force) or an inside sales force. Some companies use both forms. To reduce time demands on their outside sales forces, many companies have increased the size of their inside sales forces and have added: Technical support people. Sales assistants. Telemarketing (using the telephone to sell directly to consumers)

Today, team selling is being used.

Recruiting and Selecting Salespeople. for a good salesperson. Factors that are many times considered, however, are: Enthusiasm. Persistence. Initiative. Self-confidence. Job commitment.

To recruit salespeople the organization can begin by getting recommendations from: Current salespeople. Using employment agencies. Placing ads in classified ads. Contacting college students.

The selection process usually evaluates: Sales aptitude. Analytical and organizational skills. Personality traits. And other characteristics.

Training Salespeople. The average training period is currently four months. Training programs usually have the following goals: Help salespeople the know and identify with the company. Know how products are produced and how they work. Know about competitor's strategies and



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customer's characteristics. Learn how to make effective presentations and know the principles of selling. Understand field procedures and responsibilities.

Compensating Salespeople. Compensation is made up of several elements: A fixed amount, A variable amount, Expense allowances, Fringe benefits. Management must decide which mix of these elements makes the most sense for each sales job. The compensation plan can both motivate and direct a salesperson's work.

Supervising Salespeople. Develop customer targets and call norms by dividing accounts into categories. Using sales time efficiently. Aids can come from: An annual call schedule. A time-and-duty analysis. Technological equipment aids.

Motivating salespeople. include: organizational climate. Sales quotas, positive incentives (Sales meetings, Sales contests), Other incentives could be: (Honors. Awards. Merchandise and cash awards. Trips. Profit-sharing plans).

Evaluating Salespeople. An important source of information is the sales report. Write ups occur on: Call reports. Expense reports. Evaluation methods of a salesperson's performance includes: Comparing salespeople's performance, Comparing current sales with past sales.

Effective salespeople operate more than just on instinct—they are highly trained in methods of territory analysis and customer management. The customer-oriented approach seems to work best.

There are several steps in the selling process that the salesperson must master. Specifically, the steps are: Prospecting. Qualifying, Preapproach, approach, presentation, Handling objections, Closing, follow-up.

Relationship marketing is the process of creating, maintaining, and enhancing strong, value-laden relationships with customers and other stakeholders. Relationship marketing is based on the idea that important accounts need focused and continuous attention

## 第十七章 直銷和網上行銷：行銷新模式



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如今，許多企業轉向了直銷，以求能夠更有效地接近仔細挑選的目標顧客，並且與他們建立更牢固、更加個性化的一對一關係。

## 1、論直銷對顧客和企業的好處以及推動其迅速發展的趨勢

顧客從很多方面得益於直銷，許多趨勢導致了直銷的迅速發展。市場“專業化”導致有特定偏好的補缺市場的數量持續增加。

## 2、定義顧客資料庫並且列出企業在直銷中使用資料庫的四種方法

顧客資料庫是有關各個顧客或廠家的廣泛資訊的有組織的集合，包括地理的、人口統計的、心理的和行為的資料。企業使用資料庫來識別潛在購買者、確定哪些顧客應該得到特定的提供物、深化顧客忠誠，並且再資助激發顧客購買。

## 3、識別直銷的主要形式

直銷的主要形式包括面對面銷售、電話行銷、直接郵寄營直銷、購物目錄行銷、電視行銷、資訊亭行銷和網路行銷。如今大多數企業還是主要依靠一支專業化的銷售隊伍進行面對面銷售，或者雇用製造商的銷售代表和代理商。

## 4、比較兩種類型的網路行銷管道並解釋互聯網和電子商務的作用

兩種網上行銷管道是商業網上服務和互聯網。商業網上服務向註冊用戶提供網上資訊和行銷服務，每月收取費用。互聯網是由電腦網路組成的全球性、開放性的龐大網路。與網上商務服務不同，使用互聯網是免費的——只要有電腦數據機和流覽互聯網的合適軟體，任何人都可以獲取或者分享幾乎任何主題的資訊，並且和其他使用者相互聯繫。互聯網的爆炸性使用開創了一個電子商務的新世界，電子商務是指由電子方式支援完成的買賣過程。

## 5、說明網路行銷對消費者和行銷商的好處以及行銷商實施網路行銷的四種方法

對消費者而言，網路行銷在許多方面都是有益的。互動的而且快捷，能夠獲取豐富的有關產品、企業和競爭者的比較性資訊。行銷商也受益於網路行銷。行銷商可以通過開辦電子店面，在網上做廣告，參與互聯網論壇、新聞組或“網路社”，或者使用電子郵件或網路廣播來實施網上行銷。

## 6、討論直銷商面臨的公共政策和道德問題

直銷商及其顧客一般來說能夠形成互惠互利的關係。然而，還是有侵犯消費者的潛在傾向，包括從惹惱消費者到不正當行為再到詭計和欺詐。此外，人們對於侵犯隱私權越來越關注，這可能是目前擺在直銷業面前最難處理的公共政策問題。

### 關鍵概念和原則

直銷是由一系列與仔細挑選的單個消費者之間的直接聯繫構成，目的在於能夠做出迅速的回應並且培養持久的顧客關係。

大多數企業仍然將直銷作為補充管道或者行銷其產品的補充媒體。

但是，對現在很多企業來說，直銷——尤其是最新形式，即網路行銷和電子商務——為企業經營構造了一個完整的新模式。





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許多戰略家歡呼直銷的到來，並且將其視為新千年的行銷模式。

直銷在很多方面給買方帶來好處。它很方便。

經常能夠讓購買者接觸更多的產品並提供更多選擇，為消費者提供了豐富的可比資訊，網上購買是互動、即時的。

直銷對於賣方也有多方面的好處。直銷是建立顧客關係的有力工具，直銷能夠做到在恰當的時間針對目標顧客安排行銷活動，網上行銷還帶來了更大的柔性，使行銷者能夠即時調整其提供物和計畫，互聯網是一個真正的全球性媒體。

儘管傳統管道的直銷發展迅速，網上行銷的增長更是爆炸性的。

在消費者市場，直銷的非凡發展是對科技迅速發展和行銷新現狀所做出的回應。

直銷在 B2B 行銷方面也發展很快，一部分原因在於通過銷售隊伍接觸產業市場的成本不斷上升。就是建立、維護和使用顧客資料庫和其他資料庫，與顧客取得聯繫並完成交易的整個流程。

資料庫行銷最經常被 B2B 行銷商和服務零售商使用。

企業可以通過四種方式使用其資料庫：識別目標、確定哪個顧客需要特別的提供物、深化顧客忠誠度、激發顧客重購。

直銷的主要形式包括面對面銷售、電話行銷、直接郵寄、購物目錄行銷、電視直銷、資訊亭行銷和網上行銷。

電話行銷已經成為主要的直銷溝通工具。

直接郵寄這種方式非常適合直接的、一對一的溝通和傳播。

直接郵寄行業不斷地尋找新的方法和途徑。

現在三種新型的郵件傳送形式流行起來：傳真、電子郵件、語音郵件。

過去 25 年間，購物目錄行銷發展很快。

互聯網給購物目錄這種銷售方式帶來了巨大的衝擊。

電視直銷有兩種主要形式。第一種是廣告直銷；另一種是家庭購物頻道，互動式電視和互聯網連結的技術，將有朝一日使電視購物成為直銷的主要形式。

根據預測，這種資訊亭的使用將在今後三年增加五倍。

有兩種網路行銷管道：商業網上服務和互聯網。

互聯網的應用和網路行銷正在飛速發展。

互聯網使行銷者有越來越多的機會接近種類廣泛的人口統計群體。

互聯網使用者來自各個年齡群體。

互聯網用戶在心理特徵上也和一般的消費者總體有差別。

網上消費者在其購買方式和對行銷活動的反應方面也不相同。他們對於行銷過程有更強的控制力和影響力。

行銷人員可以採取四種途徑實施網路行銷：在網上展示自己；在網上做廣告；參與互聯網論壇、新聞組或“網路社區”；使用電子郵件或網路廣播。

一個企業可以用兩種方法通過電子方式展示自己：可以在一個商業網路服務器上購買空間或者開通自己的網站。



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企業可以使用網路廣告來樹立其互聯網品牌或者把訪問者吸引到其網站上。

企業可以決定參與或者主辦網上論壇、新聞組和公告牌來迎合特定興趣的群體。

論壇和新聞組的流行帶來了商業化動作的網站的熱潮一稱為網路社區，這些網路社區的訪客們形成了一種很強的共性。

企業可以鼓勵潛在的顧客和顧客通過電子郵件把問題、建議甚至抱怨發送給公司。顧客服務代表可以快速地对這些資訊做出回應。企業也可以開發基於互聯網的顧客或潛在郵件列表。

網路廣播作為一種“推”的做法，可以成為網路行銷商傳送其互聯網廣告和其他資訊內容的有吸引力的管道。

企業必須注意不要引起那些已被“垃圾郵件”搞得不堪重負的互聯網用戶的反感和厭惡。

網上行銷者所面臨的一些挑戰：接觸到的消費者有限，購買量有限；不平衡的人口統計特徵和心理特徵；混沌和雜亂；安全；道德問題。

經常出現的情況是，一個企業的各种直銷活動沒有相互進行很好的整合，或者沒有與其行銷和促銷組合當中其他要素整合好。

可以使用更精細的整合直銷，行銷者努力尋求通過增加媒體和時段來提高回復率和利潤，而這些新增的媒體和時段帶來的銷售額要高於其帶來的成本。

直銷中的公共政策和道德問題：過度的直銷有時會苦惱甚至侵犯消費者；一些人製作郵寄廣告，目的就是要誤導購買者；侵犯隱私可能是擺在直銷行業面前最棘手的公共政策問題，借助精密的電腦技術，直銷商可以利用這些資料庫在細分的微市場上進行行銷活動；直銷業正在著手處理道德和公共政策問題。

## CHAPTER 17

### DIRECT AND ONLINE MARKETING: THE NEW MARKETING MODEL

#### Summary

Today, there is a trend of moving away from targeting broadly with standardized messages and marketing efforts. More and more companies are adopting direct marketing as a primary approach. The desire to build one-to-one relationships is very strong. The new direct marketing model is indeed an important one for all marketers to consider. With the dramatic growth of the Internet and e-commerce, many companies are now using the new direct marketing model exclusively to reach their customers. The purpose of this chapter is to examine the nature, role, and growing applications of direct marketing and its newest form, online marketing.

Direct marketing consists of direct communications with carefully targeted individual consumers to obtain an immediate response. Interactivity is essential to this process. The marketing manager must remember that direct marketing is not new. Catalog companies, direct mailers, and telemarketers



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have been using the approach for years. However, improved database technologies and new media have changed the direction and nature of direct marketing. Most direct marketers see direct marketing as playing an even broader role than simply selling products and services.

Database marketing is most frequently used by business-to-business marketers and service retailers. Companies use their databases to identify prospects, to make decisions on which consumers will receive a particular offer, to deepen customer loyalty, and to reactivate customer purchases.

The chapter discusses the major forms of direct marketing communication--face-to-face selling, direct-mail marketing, catalog marketing, telemarketing, direct-response television marketing, kiosk marketing, and online marketing. Each method is explored in detail. Special attention is given to online marketing and electronic commerce (e-commerce). Although still in its infancy with respect to potential, Internet usage and online marketing are growing explosively. Marketers have realized that the typical Internet user is no longer a pasty-faced computer nerd (cyberhead). Instead, the Net users are an elite group with intelligence and income to spend. It is also one of the primary ways to reach the youth of the marketplace. The promise and challenges of the online community are numerous and are worthy of study.

The chapter concludes with a discussion of how integrated direct marketing, public policy, and ethical issues will shape the advancement of direct marketing. The industry must not only establish standards but must learn to police itself .

## **Keywords and principle**

Today, there is a trend toward more narrowly targeted or one-to-one marketing (called direct marketing). This approach is being accepted as both a primary and supplemental approach.

Direct marketing consists of direct communication with carefully targeted individual consumers to both obtain an immediate response and cultivate lasting customer relationships.

Today, advances in database technologies and new marketing media--especially the Internet and other electronic channels--direct marketing has undergone a dramatic transformation.

For many companies today, direct marketing is more than just a supplemental channel or medium.

The new model will change customers expectations about convenience, speed, comparability, price, and service.

Future business strategies will be affected.



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Direct marketing is brings many benefits to both buyers and sellers.

Direct marketing benefits buyers in many ways: It is convenient. Buying is easy and private. Greater product access and selection. Provides a wealth of comparative information. Online buying is interactive and immediate.

Sellers benefit by: Direct marketing is a powerful tool for customer relationship building. Direct marketing can also be timed to reach prospects at just the right moment. Because of its one-to-one, interactive nature, the Internet is an especially potent marketing tool. Continuous relationships can be developed. Reduces costs and increases speed and efficiency. Online marketing offers greater flexibility. The Internet is a truly global medium.

Sales through traditional direct marketing channels have been growing rapidly. Trends that seem to moving our society toward even more direct marketing include:

Demassification--focus is toward minimarkets.

Lack of time and congestion. Higher costs of driving.

Growth of delivery services (such as Fed Ex) and the support infrastructure.

Growth of computer power and databases.

Growth has also occurred in the business-to-business sector.

There are differences between mass marketing and so-called one-to-one marketing.

A customer database is an organized collection of comprehensive data about individual customers or prospects, including geographic, demographic, psycho-graphic, and behavioral data. The database can be used to: Locate potential customers. Tailor products and services to the special needs of targeted customers. Maintain long-term customer relationships.

Database marketing is the process of building, maintaining, and using customer databases and other databases for the purposes of contacting and transacting with customers.

Database marketing is most frequently used by business-to-business marketers and service retailers.

Companies use their databases in four ways: Identifying prospects. Deciding which customers should receive a particular offer. Deepening customer loyalty. Reactivating customer purchases.

There are seven major forms of direct marketing.

Face-to-Face Selling. Today, many companies still use salespersons or representatives to reach their prospects, develop them into customers, build lasting relationships, and grow the business.



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Telemarketing. Two general types include: Outbound , Inbound.

Most telemarketers support some form of legislation.

Direct-Mail Marketing. Advantages include: High target-market selectivity. Personalized. Flexible. Allows easy measurement of results.

New forms of direct mail include: Fax mail. E-mail. Voice mail.

Catalog Marketing. A catalog is a printed, bound piece of at least eight pages, selling multiple products, and offering a direct ordering mechanism.

Direct-Response Television Marketing. Direct-response television marketing takes one of two major forms: Direct-response advertising, Home shopping channels.

In the near future, two-way interactive television and linkages with Internet technology will make television shopping much different from what it is today and it will become one of the major forms of direct marketing.

Kiosk Marketing. Some companies place information and ordering machines (called kiosks) in stores, airports, and other locations (in contrast to machines which dispense products--vending machines).

Online marketing is conducted through interactive online computer systems, which link consumers with sellers electronically. There are two types of online channels: Commercial online services, The commercial online services .

Although still in their infancy, Internet usage and online marketing are growing explosively. Electronic commerce is the general term for a buying and selling process that is supported by electronic means. This would include electronic marketplaces

As a whole, Internet users are an elite group. They tend to be younger, more affluent, better educated, and more male than the general population. However, female usage almost equals males.

Net users come from all age groups, they differ psychographically from the general population, and they differ in their approaches to buying and in their responses to marketing.

Internet "search engines," such as Yahoo give consumers access to varied information sources, making them better informed and more discerning shoppers.

Marketers can conduct online marketing in four ways:  
creating an electronic online presence. Web sites vary in purpose and content. Creating a Web site



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is one thing; getting people to visit the site is another. High involvement products (such as new cars, computers, or financial services) have greater success than do lower involvement products.

place advertisements online. Companies can place online advertisements in several ways: buy online ads, Content sponsorships .

participate in Forums, Newsgroups, and Web Communities. Forums are discussion groups located on commercial online services. Newsgroups are the Internet version of forums. A Bulletin board system (BBSs) are specialized online services that center on a specific topic or group. Web communities are sites that provide a place where members can congregate online and exchange views on issues of common interest.

use E-mail and Webcasting. The normal method used is to encourage prospects and customers to send questions, suggestions, and even complaints to the company via e-mail.

Webcasting services automatically download customized information to recipients' PCs.

Online marketing offers great promise for the future but is still years away from reaching its potential.

Challenges that online marketers face include: Limited consumer exposure and buying. Skewed user demographics and psychographics. Chaos and clutter. Security. Ethical concerns.

A more powerful approach is integrated direct marketing, which involves using multiple-vehicle, multiple-stage campaigns.

Irritation, unfairness, deception, and fraud are common complaints.

Many consumers perceive that an innocent desire to become "close" to the customer really is an invasion of privacy.

## 第十八章 競爭戰略：吸引、保留和培育顧客

如今的企業面臨著前所未有的激烈競爭。爲了生存，企業通常從產品和推銷觀念轉變成顧客和行銷觀念，以贏得顧客並且取得比競爭對手更好的績效。如今，企業的焦點正在轉向顧客關係行銷。這個新觀點就是，市場行銷就是發現、保留和培育顧客的科學和藝術。

### 1、討論顧客價值和顧客滿意度以及企業如何吸引、保留和培育有利可圖的顧客

建立持久關係的關鍵在於創造卓越的顧客價值和顧客滿意度，而且企業需要理解這些重要要素的決定因





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素。面對越來越廣的產品和服務選擇範圍，消費者將其購買決策建立在對價值的感知基礎上。讓渡顧客價值就是全面顧客價值與全面顧客成本之間的差額。顧客通常會選擇給自己讓渡價值最大化的產品和服務。

當企業表現滿足了購買者的預期時，也就產生了顧客滿意。

滿意的顧客購買量更大，對價格不大敏感，對其他人讚揚企業，而且會更持久地保持忠誠。如今的行銷人員使用一系列特定的行銷工具，通過增加財務和社會利益或者結構性聯繫來發展更加的關係。

2、解釋企業價值鏈、讓渡價值網路和全面品質在顧客價值和顧客滿意的讓渡中所起的作用。

為了創造顧客價值和顧客滿意並且保留顧客，企業必須按照顧客導向的方法管理其價值鏈和讓渡的價值網路。企業的各個部門都應當看成是企業價值鏈中的一個環節。

在尋求競爭優勢的時候，企業還必須放眼超越自己的價值鏈，關注於讓渡價值網路，即由供應商、分銷商和顧客的各條價值鏈所組成的系統。

全面品質行銷是帶來顧客滿意和企業贏利的主要途徑。

3、討論通過競爭對手分析理解顧客和競爭對手的必要性

為了制定有效的行銷戰略，企業必須考慮其競爭對手和顧客。企業必須經常分析競爭對手，制定針對競爭對手進行有效定位並給予其盡可能強大的競爭優勢的競爭行銷戰略。

競爭分析首先涉及到識別企業的主要競爭對手。企業進而評估競爭對手的目標、戰略、優勢與劣勢，以及反應模式。使用這些資訊，企業就可以選擇攻擊或回避的競爭對手。在識別和評估了主要的競爭對手之後，企業必須確定如何向目標顧客讓渡價值，如何塑造一個能夠使企業獲得競爭優勢的寬泛的戰略。

4、解釋基於為顧客創造價值的競爭行銷戰略的基本原理

哪一種競爭行銷戰略最有效，取決於企業所在的行業以及企業是市場領導者、挑戰者、追隨者，還是補缺者。

5、說明要想成為真正以市場為中心的企業，均衡顧客和競爭對手導向的必要性

與現有的競爭對手相比，企業更有可能受到新出現的消費者需要和新競爭對手的威脅。平衡考慮消費者和競爭對手的以市場為中心的企業才是真正的市場導向。

## 關鍵概念和原則

要想贏得當今的市場，企業必須不僅善於製造產品，還要精於營造顧客。出路就在於比競爭對手更好地為顧客提供價值和滿意度。

如今一項重要的行銷任務，是關係行銷創造、保持並提升與顧客及其他利益相關者的關係。

建立持久關係的關鍵在於創造卓越的顧客價值和顧客滿意度。

消費者從他們認為能夠提供最高的讓渡顧客價值的企業購買產品。

顧客形成對產品和服務的價值預期，並且根據這些預期進行購買決策。

購買者的預期建立在顧客以往的購買經歷、朋友和同事的意見，以及企業和競爭對手的資訊及承諾之上。

行銷人員必須精心設定恰當的預期水準。

高度滿意的顧客能夠為企業帶來多方面的好處。滿意的顧客對價格不大敏感，對其他人讚揚企業和企業產



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品，並且會長期保持忠誠。在不同的行業和競爭環境下，顧客滿意和顧客忠誠之間的關係也不一樣。

顧客滿意度高並不能保證顧客忠誠。

除了簡單地吸引和保留好顧客，行銷人員還希望不斷提高其顧客份額。

提高顧客份額最好的一種辦法就是交叉銷售。

企業可以在多個層次上建立顧客關係——經濟的、社會的、技術的和法律的一——取決於目標市場的特點。

現在，越來越多的企業致力於制定顧客忠誠和顧客保留方案。

借助向顧客關係中增加財務利益來樹立顧客價值和顧客滿意度；增加財務利益的同時增加社會利益；在增加財務和社會利益的同時增加結構性聯繫。

關係行銷意味著行銷人員必須像關注其產品的管理一樣去關注其顧客的管理。除了要估計企業讓渡給顧客的價值，企業還應當積極地衡量每個顧客對企業的價值。

關係行銷要求行銷人員必須與公司的其他部門密切合作，構成一條有效的價值鏈來為顧客服務。

企業的目光要超越企業自身的價值鏈，並且把目光投向其供應商、分銷商和最終用戶的價值鏈。

在現在的市場上，競爭發生在由這些競爭者創造的整個價值讓渡網路之間。

顧客關係和企業贏利性與產品和服務的品質密切相關。

全面品質管制（TQM）在 20 世紀 80 年代橫掃企業的會議室。

全面品質是創造顧客價值、顧客滿意和保留顧客的關鍵。

行銷人員在幫助企業定義目標顧客，並向他們讓渡高品質產品和服務方面起到主要作用。

行銷戰略不僅要考慮目標消費者的需求，還必須考慮競爭對手的戰略。

為了制定有效的競爭行銷戰略，企業需要盡可能多地瞭解有關競爭對手的情況。

企業實際上面對的是更廣範圍內的競爭對手。

企業必須避免“競爭對手近視症”。

在識別了主要的競爭對手之後，行銷管理現在要問的就是：各個競爭對手在市場中追求的是什麼？每個競爭對手的戰略是什麼？不同競爭對手的優勢和劣勢是什麼？各個競爭對手對企業採取的行動會做出怎樣的反應？

管理層必須決定應當與哪個競爭對手展開最有力的競爭。

大多數企業會與相近競爭對手競爭。

一個企業確實需要競爭對手，並且能夠從中獲益。

沒有哪一個戰略對於所有企業來說都是最好的。每個企業都要判斷，考慮到其所在行業中的位元勢、目標、機會和資源，哪一個戰略最合理。

邁克爾·波特提出企業三種成功的戰略：總成本領先戰略、差異化戰略、聚焦戰略。

邁克爾·特裏希和佛瑞德·維爾西瑪提出了競爭行銷戰略的一種新的分類。企業可以追尋三種戰略中的任意一種——知名人士作價值原則——來讓渡卓越的顧客價值。

出色的運作、貼近顧客、產品領先。

一些企業成功地同時追尋了不止一條的價值原則。

企業在目標市場上擁有不同的競爭位勢：市場領導者、市場挑戰者、市場追隨者、市場補缺者。



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市場領導者戰略：大多數行業都有一個公認的市場領導者。

要想保住第一的位置，領先企業可以採取三種措施：擴展整個市場、保護市場份額、擴大市場份額。

市場挑戰者戰略：在一個產業中位於第二位、第三位或者排名更靠後的亞軍企業可以採取兩種戰略中的一種——市場挑戰者。挑戰者可以攻擊市場領導者，也可以規避領導者，而去挑戰那些與自己規模相當或更小的當地或地方性企業。

市場挑戰者可以針對競爭對手的產品、廣告、價格和分銷活動發起正面進攻，也可以對競爭對手的弱點或者競爭對手市場覆蓋範圍的縫隙發起間接攻擊。

市場追隨者戰略：追隨者可以獲得諸多好處。追隨並不同於消極被動或者完全照抄領導者。追隨者必須明確發展路徑，並且確保這條路徑不會招致競爭性報復。

市場補缺者戰略：補缺者經常是資源有限的小企業，不過，大企業的小分部也可能追尋補缺戰略。補缺的關鍵在於專業化，進行補缺也會有一些大風險。一個企業會因為過於以競爭對手為中心而失去其更加重要的顧客焦點。

以競爭對手為中心的企業將其大部分時間用於追蹤競爭對手的行動和市場份額，努力尋找對抗競爭對手的戰略。

以顧客為中心的企業在設計其戰略的時候更多地聚焦於顧客。

在實踐中，如今的企業必須是以市場為中心的企業，關注其顧客和競爭對手兩個方面。

## CHAPTER 18

### COMPETITIVE STRATEGIES:

#### ATTRACTING, RETAINING, AND GROWING CUSTOMERS

##### Summary

This chapter reviews two key trends in marketing for the 21st century: the trend toward the use of relationship marketing to improve customer satisfaction; and the trend toward in-depth competitor analysis as a means of identifying the company's major competitors and closely examining and formulating strategies to deal with competitors' objectives, strategies, strengths and weaknesses, and reaction patterns.

Marketers are finding that it is beneficial to reinterpret the marketing concept, stressing the need to offer real customer value and customer satisfaction in order to compete effectively. Two of the primary mechanisms for delivering value and satisfaction are through a value chain and a value delivery system. Because of the cost of obtaining new customers, marketers are focusing more of their attention on how to retain current customers through relationship marketing programs. The end result of such a focus is a commitment to a total quality marketing program and attitude.



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To be successful, a company must consider its competitors as well as its actual and potential customers. In the process of performing a competitor analysis, the company carefully analyzes and gathers information on competitors' strategies and programs. The company must then choose a competitive marketing strategy of its own. The strategy chosen depends on the company's industry position and its objectives, opportunities, and resources.

Four primary competitive positions are reviewed in the chapter. The market leader is interested in finding ways to expand the total market because it will benefit most from any increased sales. The leader must also have an eye toward protecting its share. Several strategies for accomplishing this protection task are presented. Aggressive leaders also try to expand their own market share. The market challenger, aggressively tries to expand its market share by attacking the leader, other runner-up firms, or smaller firms in the industry. The market follower designated as a runner-up firm that chooses not to rock the boat. The market nicher serve some part of the market that is not likely to attract the attention of the larger firms. These firms often survive by being specialists in some function that is attractive to the marketplace. The competitive analysis of the these four competitive position options presented in this chapter is a truly unique presentation and offers insight for every potential manager. This information can be used by every mid-level strategic planner who seeks insight into competitive strategy dynamics.

## **Keywords and principle**

Today's companies face their toughest competition ever. To win in today's marketplace, companies must become adept in building customers, not just building products.

Companies need to develop strategies for gaining competitive advantage building customer relationships based on: Superior customer value. Superior satisfaction.

Traditional marketing theory and practice have focused on attracting new customers rather than retaining existing ones. The move today, however, is toward relationship marketing-creating, maintaining, and enhancing strong relationships with customers and other stakeholders. This new view is that marketing is the science and art of finding, retaining, and growing profitable customers.

The new realities of the marketplace that must be faced are: Changing demographics. More sophisticated competitors. Overcapacity in many industries.

Companies need to consider customer lifetime value.



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The key to building lasting relationships is creation of superior customer value and satisfaction. Satisfied customers are more likely to be loyal customers, and loyal customers are more likely to give the company a larger share of their business.

Attracting and retaining customers can be a difficult task.

Consumers buy from the firm that they believe offers the highest customer delivered value. Consumers form expectations about the value of marketing offers and make buying decisions based upon these expectations.

Customer satisfaction with a purchase depends upon the product's actual performance relative to a buyer's expectations.

A customer might experience various degrees of satisfaction.

Expectations are formed based on: Past buying experiences. The opinions of friends and associates. Marketer and competitor information and promises.

Marketers must be careful to set the right level of expectations. Great expectation can lead to great disappointment.

Today's most successful companies are raising expectations--and delivering performance to match. These companies embrace total customer satisfaction.

A firm that seeks total customer satisfaction does not have to attempt maximum customer satisfaction. The purpose of marketing is to generate customer value profitably.

Highly satisfied customers produce several benefits for the company: They are less price sensitive. They remain customers for a longer period of time. They talk favorably to others about the company and its products.

Research has shown that there are more differences (loyalty) between customers, Customers that are highly satisfied are much more loyal. Firms need to delight their customers.

Beyond simple attracting and retaining good customers, marketers want to constantly increase their share of customer. One of the best ways to do this is cross-selling.

Relationship marketing is oriented toward the long term.



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Companies can build customer relationships at many levels--economic, social, technical, and legal--depending on the nature of the target market.

Methods for building relationships include:

A company might build value and satisfaction by adding financial benefits to the customer relationship.

A second approach is to add social benefits. Social bonds are increased by personalization.

Third, the company can add structural ties. Supplying special equipment might encourage a tying relationship.

All components of the firm must be committed to delivering customer value and satisfaction. Marketing and marketing departments cannot do this on their own.

Each company department can be thought of as a link in the company's value chain. That is, each department carries out value-creating activities.

The company must not only examine its own value chain but must look into the value chains of its suppliers, distributors, and, ultimately, its customers. More companies today are "partnering" with the other members of the supply chain to improve the performance of the customer value delivery network.

Competition is no longer between individual competitors. It is between the networks created by these competitors.

Quality improvement programs normally increase profitability. Today's executives view the task of improving product and service quality as a top priority.

It is important to distinguish between performance quality and conformance quality.

Total quality management (TQM) swept the corporate boardrooms in the 1980s. However, failures with the concept caused dissatisfaction in the 1990s.

A more appropriate concept is "return on quality (ROQ)" where management makes sure that the quality offered is what the customers sincerely want.

Total quality is the key to creating customer value, satisfaction, and retention. Total quality is everyone's job.

Marketers play several roles in helping their companies define and deliver high-quality products and services to target customers.

Marketers bear the major responsibility for correctly identifying the customers' needs and requirements and for communicating customer expectations correctly to product designers.





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Under the marketing concept, companies gain competitive advantage by satisfying target customer needs better than competitors do.

Two steps must be taken:

The first step is competitor analysis where the company goes through the process of identifying, assessing, and selecting key competitors.

The second step is competitive marketing strategies where the company strongly positions itself against competitors and finds a way to give itself the greatest possible competitive advantage.

Identifying the company's competitors. Competitors can be: Those that make the same product or class of products. Those that supply the same services. Those that compete for the same consumer dollars. Companies must avoid "competitive myopia" .

It is important to determine the importance a competitor places on: Current profitability. Market share growth. Cash flow. Technological leadership. Service leadership. Other goals. The more that one firm's strategy resembles another firm's strategy, the more the two firms compete.

It is very important that a company have an idea of how to select competitors to attack and avoid. Strong or weak competitors may be attacked. Close or distant competitors may be targeted.

A company may not view all competitors as beneficial. "Well-Behaved" or "Disruptive" competitors also provide opportunities and different threats.

The company must design a broad competitive strategy by which to gain competitive advantage. However, no one strategy is best for all companies.

Basic competitive positioning winning strategies include:

Overall cost-leadership. This strategy usually wins the company a large market share.

Differentiation. This image helps it to compete against lower cost rivals.

Focus. This narrow-focus strategy achieves competitive advantage by concentrating on narrow segments of a larger market.

Firms that do not pursue a clear strategy (a losing strategy) are called middle-of-the roaders. According to Porter, these firms do the worst in competitive struggles.



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Michael Treacy and Fred Wiersema have offered another set of strategies based on what they call value disciplines. These strategies are: Operational excellence, Customer intimacy, Product leadership.

Firms competing in a given target market, at any point in time, differ in their objectives and resources. These firms might take four different forms: Market leader, Market challenger, Market follower, Market niche.

Market leader strategies: To remain number one, leading firms may take any of three actions: Expanding the total market (New users, New uses, More usage), Protecting market share, Expanding market share.

Market challenger strategies. These runner-up firms can adopt one of two competitive strategies: They can challenge the leader and other competitors in an aggressive bid for more market share, They can play along with competitors and not rock the boat. A market challenger must first define the strategic objective and competitor. The market challenger must decide from among the following strategies: Attack the leader. Avoid the leader. Attack other firms. Acquire smaller firms.

Choosing an attack strategy. The options available are: Frontal attack, Indirect attack.

Market-follower strategies. Not all runner-up companies want to challenge the market leader. There have been a lot of advantages.

Market nicher strategies. The key idea in nichemanship is specialization. They look for markets that are safe and profitable.

The nicher can specialize along any of several market, customer, product, or marketing mix lines. Risks are often overcome by multiple niching.

Organizations must continually adapt their strategies to fit the fast-paced and ever-changing environment.

Customer-centered company Focuses more on customer developments in designing strategies.

Market-centered companies are ones that watch both their customers and their competition.



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Companies have moved through four orientations over the years:

Product-oriented--pay little attention to either customers or competitors.

Customer-oriented--started to pay attention to customers.

Competitor-oriented--when they started to pay attention to customers, they became competitor-oriented.

Market-oriented. This advanced form balances attention between customers and competition