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工商管理经典教材·市场营销系列

BUSINESS ADMINISTRATION CLASSICS

# 市场营销学

英文版·第12版

加里·阿姆斯特朗 (Gary Armstrong) 著  
菲利普·科特勒 (Philip Kotler)

# MARKETING: AN INTRODUCTION

..... Twelfth Edition .....



 中国人民大学出版社



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# 总 序

随着我国加入 WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模 and 影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科层次。本套教材尤其突出了以下一些特点：

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

# Preface

## The Twelfth Edition of ***Marketing: An Introduction***

### **On the Road to Learning Marketing!**

Top marketers all share a common goal: putting consumers at the heart of marketing. Today's marketing is all about creating customer value and engagement in a fast-changing, increasingly digital and social marketplace.

Marketing starts with understanding consumer needs and wants, deciding which target markets the organization can serve best, and developing a compelling value proposition by which the organization can attract, keep, and grow targeted consumers. Then, more than just making a sale, today's marketers want to engage customers and build deep customer relationships that make their brands a meaningful part of consumers' conversations and lives. In this digital age, to go along with their tried-and-true traditional marketing methods, marketers have access to a dazzling set of new customer relationship-building tools—from the Internet, smartphones, and tablets to online, mobile, and social media—for engaging customers anytime, anyplace to shape brand conversations, experiences, and community. If marketers do these things well, they will reap the rewards in terms of market share, profits, and customer equity. In the 12th edition of *Marketing: An Introduction*, you'll learn how *customer value* and *customer engagement* drive every good marketing strategy.

*Marketing: An Introduction* makes the road to learning and teaching marketing more productive and enjoyable than ever. The 12th edition's streamlined approach strikes an effective balance between depth of coverage and ease of learning. Unlike more abbreviated texts, it provides complete and timely coverage of all the latest marketing thinking and practice. Unlike longer, more complex texts, its moderate length makes it easy to digest in a given semester or quarter.

*Marketing: An Introduction's* approachable organization, style, and design are well suited to beginning marketing students. The 12th edition's learning design—with integrative *Road to Marketing* features at the start and end of each chapter plus insightful author comments throughout—helps students to learn, link, and apply important concepts. Its simple organization and writing style present even the most advanced topics in an approachable, exciting way. The 12th edition brings marketing to life with deep and relevant examples and illustrations throughout. And when combined with MyMarketingLab, our online homework and personalized study tool, *Marketing: An Introduction* ensures that students will come to class well prepared and leave class with a richer understanding of basic marketing concepts, strategies, and practices. So fasten your seat belt and let's get rolling down the road to learning marketing!

### **What's New in the 12th Edition?**

We've thoroughly revised the 12th edition of *Marketing: An Introduction* to reflect the major trends and forces impacting marketing in this digital age of customer value, engagement, and relationships. Here are just some of the changes you'll find in this edition:

- More than any other developments, sweeping new **online, social media, mobile, and other digital technologies** are now affecting how marketers, brands, and customers engage each other. The 12th edition features new and revised discussions and examples of

the explosive impact of exciting *new digital marketing technologies* shaping marketing strategy and practice—from online, mobile, and social media engagement technologies discussed in Chapters 1, 5, 11, 12, and 14; to “online listening” and Webnology research tools in Chapter 4, online influence and brand communities in Chapter 5, and location-based marketing in Chapter 7; to the use of social media in business-to-business marketing and sales in Chapters 6 and 13; to consumer Web, social media, and mobile marketing, as well as other new communications technologies, in Chapters 1, 5, 12, 14, and throughout.

A new Chapter 1 section, *The Digital Age: Online, Mobile, and Social Media Marketing*, introduces the exciting new developments in digital and social media marketing. A completely revised Chapter 14, *Direct, Online, Social Media, and Mobile Marketing*, digs deeply into digital marketing tools such as Web sites, social media, mobile ads and apps, online video, e-mail, blogs, and other digital platforms that engage consumers anywhere, anytime via their computers, smartphones, tablets, Internet-ready TVs, and other digital devices. The 12th edition is packed with new stories and examples illustrating how companies employ digital technology to gain competitive advantage—from traditional marketing all-stars such as Nike, P&G, Southwest, and McDonald’s to new-age digital competitors such as Google, Amazon.com, Apple, Netflix, Pinterest, and Facebook.

- The 12th edition features completely new and revised coverage of the emerging trend toward **customer engagement marketing**—building direct and continuous customer involvement in shaping brands, brand conversations, brand experiences, and brand community. The burgeoning Internet and social media have created better-informed, more-connected, and more-empowered consumers. Thus, today’s marketers must now *engage* consumers rather than interrupting them. Marketers are augmenting their mass-media marketing efforts with a rich mix of online, mobile, and social media marketing that promotes deep consumer involvement and a sense of customer community surrounding their brands. Today’s new engagement-building tools include everything from Web sites, blogs, in-person events, and video sharing to online communities and social media such as Facebook, YouTube, Pinterest, Twitter, and a company’s own social networking sites.

In all, today’s more engaged consumers are giving as much as they get in the form of two-way brand relationships. The 12th edition contains substantial new material on **customer engagement** and related developments such as **consumer empowerment**, **crowdsourcing**, **customer co-creation**, and **consumer-generated marketing**. A new Chapter 1 section—*Engaging Customers*—introduces customer engagement marketing. This and other related customer engagement topics are presented in Chapter 1 (new sections: *Customer Engagement and Today’s Digital and Social Media* and *Consumer-Generated Marketing*); Chapter 4 (qualitative approaches to gaining deeper customer insights); Chapter 5 (managing online influence and customer community through digital and social media marketing); Chapter 8 (crowdsourcing and customer-driven new product development); Chapter 12 (the new, more engaging marketing communications model); and Chapter 14 (direct digital, online, social media, and mobile marketing).

- The 12th edition continues to build on and extend the innovative **customer value framework** from previous editions. The customer value model presented in the first chapter is fully integrated throughout the remainder of the book. No other marketing text presents such a clear and compelling customer value approach.
- The 12th edition provides revised and expanded coverage of developments in the fast-changing area of **integrated marketing communications**. It tells how marketers are blending the new digital and social media tools—everything from Internet and mobile marketing to blogs, viral videos, and social media—with traditional media to create more targeted, personal, and engaging customer relationships. Marketers are no longer simply creating integrated promotion programs; they are practicing *marketing content management* in paid, owned, earned, and shared media. No other text provides more current or encompassing coverage of these exciting developments.
- Revised coverage in the 12th edition shows how companies and consumers continue to deal with **marketing in an uncertain economy** in the lingering aftermath of the Great Recession. Starting with a section in Chapter 1 and continuing with revised discussions in Chapters 3, 9, and elsewhere throughout the text, the 12th edition shows how now,



even as the economy recovers, marketers must focus on creating customer value and sharpening their value propositions in this era of more sensible consumption.

- New material throughout the 12th edition highlights the increasing importance of **sustainable marketing**. The discussion begins in Chapter 1 and ends in Chapter 16, which pulls marketing concepts together under a sustainable marketing framework. In between, frequent discussions and examples show how sustainable marketing calls for socially and environmentally responsible actions that meet both the immediate and the future needs of customers, companies, and society as a whole.
- The 12th edition provides new discussions and examples of the growth in **global marketing**. As the world becomes a smaller, more competitive place, marketers face new global marketing challenges and opportunities, especially in fast-growing emerging markets such as China, India, Brazil, Africa, and others. You'll find much new coverage of global marketing throughout the text, starting in Chapter 1 and discussed fully in Chapter 15.
- The 12th edition continues its emphasis on **measuring and managing return on marketing**, including many new end-of-chapter financial and quantitative marketing exercises that let students apply analytical thinking to relevant concepts in each chapter and link chapter concepts to the text's innovative and comprehensive Appendix 3, *Marketing by the Numbers*.
- The 12th edition continues to improve on its **innovative learning design**. The text's active and integrative "Road to Learning Marketing" presentation includes learning enhancements such as annotated chapter-opening stories, a chapter-opening objective outline, and explanatory author comments on major chapter figures. The chapter-opening "Chapter Road Map" layout helps to preview and position the chapter and its key concepts. "Speed Bump" concept checks highlight and reinforce important chapter concepts. Figures annotated with author comments help students to simplify and organize chapter material. End-of-chapter features help to summarize important chapter concepts and highlight important themes, such as digital and social media marketing, ethics, and financial marketing analysis. This innovative learning design facilitates student understanding and enhances learning.
- The 12th edition provides 16 new end-of-chapter company cases by which students can apply what they learn to actual company situations. Additionally, all of the chapter-opening stories and Marketing at Work highlights in the 12th edition are either new or revised for currency.

## The Marketing Journey: Five Major Customer Value and Engagement Themes

The 12th edition of *Marketing: An Introduction* builds on five major customer value and engagement themes:

1. ***Creating value for customers in order to capture value from customers in return.*** Today's marketers must be good at *creating customer value*, *engaging customers*, and *managing customer relationships*. Outstanding marketing companies understand the marketplace and customer needs, design value-creating marketing strategies, develop integrated marketing programs that engage customers and deliver value and satisfaction, and build strong customer relationships and brand community. In return, they capture value from customers in the form of sales, profits, and customer equity.

This innovative *customer value framework* is introduced at the start of Chapter 1 in a five-step marketing process model, which details how marketing *creates* customer value and engagement and *captures* value in return. The framework is carefully explained in the first two chapters and then integrated throughout the remainder of the text.

2. ***Customer engagement and today's digital and social media.*** New digital and social media have taken today's marketing by storm, dramatically changing how companies and brands engage consumers and how consumers connect and influence each other's brand behaviors. The 12th edition introduces and thoroughly explores the contemporary concept of *customer engagement marketing* and the exciting new digital and social media

technologies that help brands to engage customers more deeply and interactively. It starts with two major new Chapter 1 sections: *Customer Engagement and Today's Digital and Social Media* and *The Digital Age: Online, Mobile, and Social Media*. A completely revised Chapter 14, *Direct, Online, Social Media, and Mobile Marketing* summarizes the latest developments in digital engagement and relationship-building tools. Everywhere in between, you'll find revised and expanded coverage of the exploding use of digital and social tools to create customer engagement and build brand community.

3. **Building and managing strong brands to create brand equity.** Well-positioned brands with strong brand equity provide the basis upon which to build profitable customer relationships. Today's marketers must position their brands powerfully and manage them well to create valued customer brand experiences. The 12th edition provides a deep focus on brands, anchored by the Chapter 7 section *Branding Strategy: Building Strong Brands*.
4. **Measuring and managing return on marketing.** Especially in uneven economic times, marketing managers must ensure that their marketing dollars are being well spent. In the past, many marketers spent freely on big, expensive marketing programs, often without thinking carefully about the financial returns on their spending. But all that has changed rapidly. "Marketing accountability"—measuring and managing marketing return on investment—has now become an important part of strategic marketing decision making. This emphasis on marketing accountability is addressed in Chapter 2; Appendix 3, *Marketing by the Numbers*; and throughout the 12th edition.
5. **Sustainable marketing around the globe.** As new technologies make the world an increasingly smaller and more fragile place, marketers must be good at marketing their brands globally and in sustainable ways. New material throughout the 12th edition emphasizes the concepts of *global marketing* and *sustainable marketing*—meeting the present needs of consumers and businesses while also preserving or enhancing the ability of future generations to meet their needs. The 12th edition integrates global marketing and sustainability topics throughout the text. It then provides focused coverage on each topic in Chapters 15 and 16, respectively.

## Real Travel Experiences: Marketing at Work

*Marketing: An Introduction*, 12th edition, guides new marketing students down the intriguing, discovery-laden road to learning marketing in an applied and practical way. The text takes a practical marketing-management approach, providing countless in-depth, real-life examples and stories that engage students with basic marketing concepts and bring the marketing journey to life. Every chapter contains a *First Stop* opening story plus *Marketing at Work* highlight features that reveal the drama of modern marketing. Students learn how:

- Amazon.com's deep-down passion for creating customer value and relationships has made it the world's leading digital retailer.
- Nike's outstanding success results from more than just making and selling good sports gear. It's based on a customer-focused strategy through which Nike creates brand engagement and close brand community with and among its customers.
- Sony's dizzying fall from market leadership provides a cautionary tale of what can happen when a company—even a dominant marketing leader—fails to adapt to its changing environment.
- The Body Shop—a company founded by environmental campaigner Anita Roddick—was founded on genuine environmental sustainability concerns.
- British Airways is highly proactive on the Web, reaching out to customers with flight-schedule updates and notifications that draw them closer to the brand.
- Giant social network Facebook promises to become one of the world's most powerful and profitable digital marketers—but it's just getting started.
- Samsung's new-age direct and social media marketing capability for building up-close-and-personal interactions with customers strengthens its brand advocacy and elevates brand loyalty.

- Innovator Samsung has transformed itself by creating a seemingly endless flow of inspired new products that feature stunning design, innovative technology, life-enriching features, and a big dose of “Wow!”
- Low-fare airline Ryanair appears to have found a radical new pricing solution, one that customers are sure to love: Make flying free!
- The explosion of the Internet, social media, mobile devices, and other technologies has some marketers asking: “Who needs face-to-face selling anymore?”
- For Coca-Cola, marketing in Africa is like “sticking its hand into a bees’ nest to get some honey.”
- Apparel makers Nukleus, Taolifestyle Technology, and Dive are driven by the vision of offering fashion that is safe for the world we live in, rather than just focusing on sales and profits.

Beyond such features, each chapter is packed with countless real, engaging, and timely examples that reinforce key concepts. No other text brings marketing to life like the 12th edition of *Marketing: An Introduction*.

## Marketing Journey Travel Aids

A wealth of chapter-opening, within-chapter, and end-of-chapter learning devices helps students to engage with marketing by learning, linking, and applying major concepts:

- **Chapter openers.** The active and integrative chapter-opening spread in each chapter features an *Objective Outline* that outlines chapter contents and learning objectives, a brief *Road Map—Previewing the Concepts* section that introduces chapter concepts, and a *First Stop* opening vignette—an engaging, deeply developed, illustrated, and annotated marketing story that introduces the chapter material and sparks student interest.
- **Author comments and figure annotations.** Throughout the chapter, author comments ease and enhance student learning by introducing and explaining major chapter sections and figures.
- **Marketing at Work highlights.** Each chapter contains two highlight features that provide an in-depth look at the real marketing practices of large and small companies.
- **Speed Bumps.** Concept checks within each chapter check student learning and help them apply key concepts.
- **End of chapter: Reviewing the concepts.** Sections at the end of each chapter summarize key chapter concepts and provide questions, exercises, and cases by which students can review and apply what they’ve learned. The *Chapter Review and Key Terms* section reviews major chapter concepts and links them to chapter objectives. It also provides a helpful listing of chapter key terms by order of appearance with page numbers that facilitate easy reference.
- **Discussion Questions and Critical Thinking Exercises.** These sections at the end of each chapter help students to keep track of and apply what they’ve learned in the chapter.
- **Minicases and Applications.** Brief *Online, Mobile, and Social Media Marketing*; *Marketing Ethics*, and *Marketing by the Numbers* sections at the end of each chapter provide short applications cases that facilitate discussion of current issues and company situations in areas such as digital and social media marketing, ethics, and financial marketing analysis. A *Video Case* section contains short vignettes with Discussion Questions to be used with a set of four- to seven-minute videos. An end-of-chapter *Company Cases* section identifies which of the all-new company cases found in Appendix 1 are best for use with each chapter.

Additional marketing travel aids include:

- **Company Cases.** Appendix 1 contains 16 all-new company cases that help students to apply major marketing concepts to real company and brand situations.
- **Marketing Plan.** Appendix 2 contains a sample marketing plan that helps students to apply important marketing planning concepts.

- **Marketing by the Numbers.** An innovative Appendix 3 provides students with a comprehensive introduction to the marketing financial analysis that helps to guide, assess, and support marketing decisions.
- **Careers in Marketing.** Appendix 4 describes marketing career paths and guides students in finding marketing jobs and careers. This appendix is only available through MyMarketingLab.

More than ever before, the 12th edition of *Marketing: An Introduction* provides an effective and enjoyable total package for engaging students and moving them down the road to learning marketing!

## A Total Teaching and Learning System

A successful marketing course requires more than an engaging, well-written book. Today's classroom requires a dedicated teacher and a fully integrated learning system. A total package of teaching and learning supplements extends this edition's emphasis on effective teaching and learning. The following aids support the 12th edition of *Marketing: An Introduction*.

### Instructor's Manual

The Instructor's Manual plays a central role in organizing the teaching and learning package for the 12th edition. This manual has been designed so the instructor can plan lectures, discussions, online learning activities, and written assignments in a coordinated and efficient manner.

All 16 chapters of the text have been carefully reviewed in order to develop the most logical and helpful manual for you, the instructor. Primary features of the Instructor's Manual (IM) are as follows:

- **Previewing the Concepts.** This brings the important chapter objectives into focus. These objectives are also listed at the beginning of each chapter of the IM.
- **Just the Basics and Great Ideas.** There are two sections to each chapter in the IM. The first section, **Just the Basics**, provides several sections that summarize the textbook chapter and end-of-chapter material, starting with the **Chapter Overview**. The second section of every IM chapter, **Great Ideas**, provides additional student projects and other material that will help you present the material and manage your time effectively.
- **Annotated Chapter Notes/Outline.** This section is the core of the Instructor's Manual. It contains a thorough yet concise outline of the entire chapter, including major and minor headings, and is specifically tied to key phrases and definitions. The instructor will also notice additional information throughout the outline, indicating where key material appears in the chapter and offering suggestions for the proper use of various teaching aids. These additional notations cover such important chapter content as: **Key Terms; Figures and Tables; Linking the Concepts, Chapter Objectives;** and the end-of-chapter material, including **Discussion Questions, Critical Thinking Exercises, Marketing by the Numbers, and Marketing Ethics.**
- **Barriers to Effective Learning.** This section, which begins the **Great Ideas** portion of the manual, has been developed to aid the instructor in understanding which of the concepts or activities contained in the textbook chapters may be difficult learning assignments for the average student. By reviewing this section, the instructor may be able to direct preparation toward those topics that are perceived as being more difficult. In addition, this section provides suggestions for dealing with difficult learning concepts.
- **Student Projects.** Three to five additional projects are listed for effective student learning. These can be done individually or in groups, and can be done in class or as homework assignments. These projects could also provide a rich source of extra-credit projects, if desired.
- **Classroom Exercise/Homework Assignment.** This is an additional assignment to help relate the textbook material to real-world situations. As the majority of these projects

depend on access to the Internet, they can be assigned as homework when there is no network connection in the classroom.

- **Classroom Management Strategies.** This section provides a timetable for individual chapter lectures. The timetables are based on a 60-minute class; you will need to increase or decrease the amount of time for each section of the chapter to account for shorter or longer class periods. The timetable provided normally has from four to six sections (time segments are suggested) that give guidance to the instructor on what topics to cover, how to coordinate these topics with text features (i.e., *figures, tables, Marketing at Work*, and other material, as appropriate), and in-class discussion suggestions.
- **Company Case Teaching Notes.** This section of the Instructor's Manual offers a synopsis, teaching objectives, answers to discussion questions, and suggestions on how to teach the case. It also indicates additional chapters in which the case can be used.
- **Video Case Teaching Notes.** The last section in the Instructor's Manual contains teaching notes to accompany the video cases found on MyMarketingLab, consisting of an Executive Summary, Questions, and Teaching Ideas for each case.
- **Professors on the Go.** Designed with the busy professor in mind, this section serves to emphasize key material in the manual, so where an instructor who is short on time can take a quick look to find key concepts, activities, and exercises for the upcoming lecture.
- **Appendixes.** There are also four appendixes that support the main IM content and are concise, easy-to-use references: the *Company Cases* appendix, the *Marketing Plan* appendix, the *Marketing by the Numbers* appendix, and the *Careers in Marketing* appendix.

Additionally, the Annotated Instructor's Notes serve as a quick reference for the entire supplements package. Suggestions for using materials from the Instructor's Manual, PowerPoint slides, Test Item File, Video Library, and online material are offered for each section within every chapter. Visit [www.pearsonglobaleditions.com/Armstrong](http://www.pearsonglobaleditions.com/Armstrong) to access these Annotated Instructor's Notes.

## Test Item File

This Test Item File contains 1,600 questions, including multiple-choice, true/false, and essay questions. Each question is followed by the correct answer, the learning objective it ties to, the AACSB category, the question type (concept, application, critical thinking, or synthesis), the course learning outcome, and the difficulty rating.

## TestGen

Pearson Education's test-generating software is available from [www.pearsoned.com/testgen](http://www.pearsoned.com/testgen). The software is PC/MAC compatible and preloaded with all of the Test Item File questions. You can manually or randomly view test questions and drag and drop to create a test. You can add or modify test-bank questions as needed.

## Learning Management Systems

Our TestGen files are converted for use in Blackboard, WebCT, Moodle, Angel, D2L, and Respondus. These conversions can be found on the Instructor's Resource Center. Respondus can be downloaded from [www.respondus.com](http://www.respondus.com).

## Blackboard/WebCT

Blackboard and WebCT Course Cartridges are available for download from [www.pearsonhighered.com/irc](http://www.pearsonhighered.com/irc). These standard course cartridges contain the Instructor's Manual, and TestGen, and Instructor PowerPoint slides.

## Instructor's Resource Center (IRC)

Register. Redeem. Login.

The Web site [www.pearsonglobaleditions.com/Armstrong](http://www.pearsonglobaleditions.com/Armstrong) is where instructors can access a variety of print, media, and presentation resources available with this text in downloadable, digital format.

It gets better. Once you register, you will not have additional forms to fill out or multiple usernames or passwords to remember to access new titles and/or editions. As a registered faculty member, you can log in directly to download resource files and receive immediate access and instructions for installing course management content to your campus server.

Need help? Our dedicated technical support team is ready to assist instructors with questions about the media supplements that accompany this text. Visit <http://247pearsoned.custhelp.com/> for answers to frequently asked questions and toll-free user support phone numbers. All instructor resources are in one place. It's your choice. They are available at the Instructor's Resource Center. Resources include the following:

- **Instructor's Manual.** Download the entire Instructor's Manual as a .zip file.
- **Test Item File.** Download the entire Test Item File as a .zip file.
- **TestGen for PC/Mac.** Download this easy-to-use software; it's preloaded with the 12th edition test questions and a user's manual.
- **Image Library.** Access many of the images, ads, illustrations, and features in the text, which are ideal for customizing your PowerPoint presentations.
- **Instructor PowerPoint.** This presentation includes basic outlines and key points from each chapter.
- **Online Courses.** Resources are available for course management platforms such as Blackboard and WebCT, including Test Bank conversions, PowerPoint presentations, and more.

## Video Library

Videos illustrating the most important subject topics are available in two formats:

DVD—available for in-classroom use by instructors, includes videos mapped to Pearson textbooks.

MyMarketingLab—available for instructors and students, provides around-the-clock instant access to videos and corresponding assessment and simulations for Pearson textbooks. Contact your local Pearson representative to request access to either format.

## More Valuable Resources

### CourseSmart

CourseSmart eTextbooks were developed for students looking to save on required or recommended textbooks. Students simply select their eText by title or author and purchase immediate access to the content for the duration of the course using any major credit card. With a CourseSmart eText, students can search for specific keywords or page numbers, take notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information or to purchase a CourseSmart eTextbook, visit [www.coursesmart.com](http://www.coursesmart.com).

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**Gary Armstrong**  
**Philip Kotler**



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