

MARKETING
ENGLISH

营销英语

原理与案例精选

郭志强 赵大斌 等 编著

21世纪商务英语》



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内 容 提 要

本书是“21世纪商务英语”丛书之一。本书在内容上主要分为两部分：第一部分是营销学基础，每章节不仅有基础概念的介绍，而且作者精选恰当的案例以清晰阐释理念；第二部分是综合案例。本书针对进行营销工作的人士编写，使他们通过学习本书获取新知识，在英语水平和专业知识上都得到提高。本书由一线的工作者编写，具有较强的针对性和实用性。

本书适用于从事营销工作的人士，以及希望进入此领域工作的人士，也可成为营销类专业学生、外语爱好者以及企业人士提高自身素质的参考书。

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前 言

知识经济时代的一个显著特征是知识的更新速度大大加快。每个人要想紧跟时代潮流，就必须不断学习。新知识以英语为载体，外语与专业知识密不可分，以英语作为获取新知识的工具已成为人们的渴望。

这两年国人对国外第一手书籍和资料的需求越来越大，一大批国外流行的专业书籍被引入国内，或翻译或影印，数量蔚为壮观。工商管理系列课程亦是如此。影印版的外文著作一般读者读起来会感到吃力，而且很耗时间。尤其那些初学者，若是每个专业术语和生词都去查词典，必然不胜其烦。而若是翻译过来的书，则可能由于受到文化差异、译者的专业素养、翻译水平所限而不能忠实于原文，甚至不伦不类。这样便又给读者带来麻烦，往往要去揣测原作者的意图，而且无法满足读者掌握专业外语的需要。

本书的主旨在于通过英语获取新知识，使读者能够通过本书在专业知识和外语水平方面都有一个提高。

本书的特点：

1. 突出一个“新”字，而且强调案例教学。我们精心从国外出版的最新专业著作和杂志中挑选了一些经典营销案例，这些案例都较新，而且涉及的基本都是国外的知名公司。

2. 我们的意图不在于编写一本结构严谨的教科书，而是将其作为营销和管理专业学生、外语爱好者以及企业人士的专业参考书。这本书在专业知识方面深入浅出，不需要很多专业基础知识，所以也适合初学者和自学者。读完此书，你会粗知营销基本原理，玩味经典企业案例，熟知专业术语。除此之外，还将扩展营销视野。如此，作者幸甚！读者幸甚！

本书的资料收集整理工作主要由郭志强完成，编写小组成员包括沈志斌、赵大斌、杨宇和杨学梅。大家的通力协作使本书得以与读者见面。本书在编写过程中还得到几位营销界资深教授的建议和指导，在此特表感谢！

由于时间仓促，疏漏之处在所难免，希望读者能够提出宝贵意见。

编者

2005年3月

于北京

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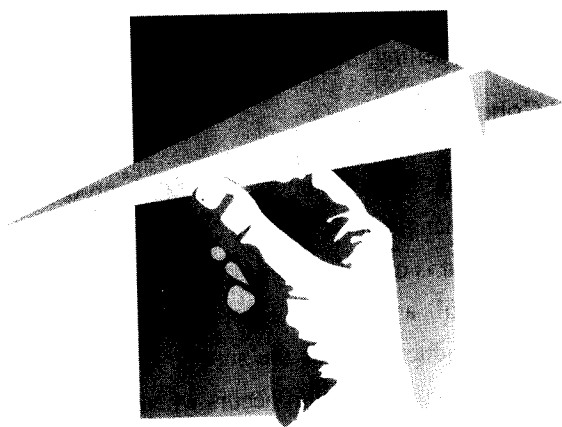
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—— 第一篇 营销学基础 ——



Chapter 1 Marketing Management

Philosophies

We describe marketing management as carrying out tasks to achieve desired exchanges with target markets. What philosophy should guide these marketing efforts? What weight should be given to the interests of the organization, customers, and society? Very often these interests conflict. There are five alternative concepts under which organizations conduct their marketing activities: the production, product, selling, marketing, and societal marketing concepts.

1. The Production Concept

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

The production concept is still a useful philosophy in two types of situations. The first occurs when the demand for a product exceeds the supply. Here, management should look for ways to increase production. The second situation occurs when the product's cost is too high and improved productivity is needed to bring it down. For example, Henry Ford's whole philosophy was to perfect the production of the Model 'T' so that its cost could be reduced and more people could afford it. He joked about offering people a car of any color as long as it was black.

For many years, Texas Instruments (TI) followed a philosophy of increased production and lower costs in order to bring down prices. It won a major share of the American hand-held calculator market using this approach. However, companies operating under a production philosophy run a major risk of focusing too narrowly on their own operations. For example, when TI used this strategy in the digital watch market, it failed. Although its watches were priced low, customers did not find them very attractive. In its drive to bring down prices, TI lost sight of something else that its customers wanted—namely, affordable, attractive digital watches.

2. The Product Concept

Another major concept guiding sellers, the product concept, holds that consumers will favor products that offer the most quality, performance, and innovative features. Thus an organization should devote energy to making continuous product improvements. Some manufacturers believe that if they can build a better mousetrap, the world will beat a path to their door. But they are often rudely shocked. Buyers may well be looking for a better solution to a mouse problem, but

not necessarily for a better mousetrap. The solution might be a chemical spray, an exterminating service, or something that works better than a mousetrap. Furthermore, a better mousetrap will not sell unless the manufacturer designs, packages, and prices it attractively; places it in convenient distribution channels; brings it to the attention of people who need it; and convinces buyers that it is a better product.

The product concept also can lead to “marketing myopia”. For instance, railroad management once thought that users wanted *trains* rather than *transportation* and overlooked the growing challenge of airlines, buses, trucks, and automobiles. Many colleges have assumed that high school graduates want a liberal arts education and have thus overlooked the increasing challenge of vocational schools.

3. The Selling Concept

Many organizations follow the selling concept, which holds that consumers will not buy enough of the organization's products unless it undertakes a large-scale selling and promotion effort. The concept is typically practiced with unsought goods—those that buyers do not normally think of buying, such as encyclopedias or insurance. These industries must be good at tracking down prospects and selling them on product benefits. The selling concept also is practiced in the nonprofit area. A political party, for example, will vigorously sell its candidate to voters as a fantastic person for the job. The candidate works in voting precincts from dawn to dusk—shaking hands, kissing babies, meeting donors, and making speeches. Much money is spent on radio and television advertising, posters, and mailings. The candidate's flaws are hidden from the public because the aim is to get the sale, not to worry about consumer satisfaction afterward.

Most firms practice the selling concept when they have overcapacity. Their aim is to sell what they make rather than make what the market wants. Thus, marketing based on hard selling carries high risks. It focuses on creating sales transactions rather than on building long-term, profitable relationships with customers. It assumes that customers who are coaxed into buying the product will like it. Or, if they don't like it, they will possibly forget their disappointment and buy it again later. These are usually poor assumptions to make about buyers. Most studies show that dissatisfied customers do not buy again. Worse yet, while the average satisfied customer tells three others about good experiences, the average dissatisfied customer tells ten others his or her bad experiences.

4. The Marketing Concept

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 concept has been stated in colorful ways such

as “We make it happen for you” (Marriott); “To fly, to serve” (British Airways), and “We’re not satisfied until you are” (GE). JCPenney’s motto also summarizes the marketing concept: “To do all in our power to pack the customer’s dollar full of value, quality, and satisfaction.”

The selling concept and the marketing concept are sometimes confused. Figure 1-1 compares the two concepts. The selling concept takes an inside-out perspective. It starts with the factory, focuses on the company’s existing products, and calls for heavy selling and promotion to obtain profitable sales. It focuses heavily on customer conquest—getting short-term sales with little concern about who buys or why. In contrast, the marketing concept takes an outside-in perspective. It starts with a well-defined market, focuses on customer needs, coordinates all the marketing activities affecting customers, and makes profits by creating long-term customer relationships based on customer value and satisfaction. Under the marketing concept, companies produce what consumers want, thereby satisfying consumers and making profits.

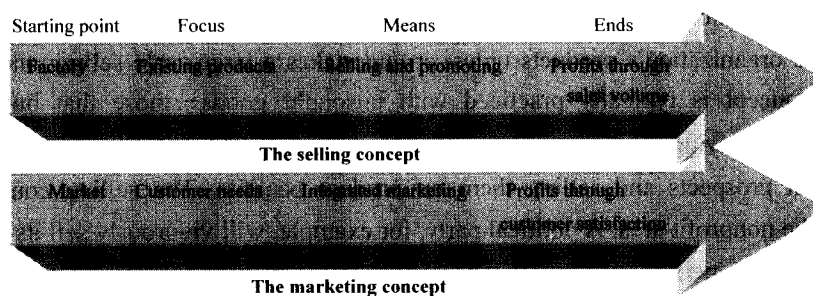


Figure 1-1 The selling and marketing concepts contrasted

Many successful and well-known companies have adopted the marketing concept. Procter Gamble, Disney, Wal-Mart, Marriott, Nordstrom, and McDonald’s follow it faithfully. L. L. Bean, the highly successful catalog retailer of clothing and outdoor sporting equipment, was founded on the marketing concept. In 1912, in his first circulars, L. L. Bean included the following notice: “I do not consider a sale complete until goods are worn out and the customer still is satisfied. We will thank anyone to return goods that are not perfectly satisfactory above all things we wish to avoid having a dissatisfied customer.”

Today, L. L. Bean dedicates itself to giving “perfect satisfaction in every way.” To inspire its employees to practice the marketing concept, L. L. Bean displays posters around its offices that proclaim the following:

What is a customer? A customer is the most important person ever in this company—in person or by mail. A customer is not dependent on us, we are dependent on him. A customer is not an interruption of our work, he is the purpose of it. We are not doing a favor by serving him. He is doing us a favor by giving us the opportunity to do so. A customer is not someone to argue or match wits with—nobody ever won an argument with a customer. A customer is a person who brings us his wants—it is our job to handle them profitably to him and to ourselves.

In contrast, many companies claim to practice the marketing concept, but do not. They have the forms of marketing, such as a marketing vice-president, product managers, marketing plans, and marketing research, but this does not mean that they are market-focused and customer-driven companies. The question is whether they are tuned to changing customer needs and competitor strategies. Formerly great companies General Motors, IBM, Sears, Zenith—all lost substantial market share because they failed to adjust their marketing strategies to the changing marketplace.

Several years of hard work are needed to turn a sales-oriented company into a marketing-oriented company. The goal is to build customer satisfaction into the every fabric of the firm. Customer satisfaction is no longer a fad. As one marketing analyst notes: “It’s becoming a way of life in corporate America ... as embedded into corporate cultures as information technology and strategic planning.”

However, the marketing concept does not mean that a company should try to give all consumers everything they want. Marketers must balance creating more value for customers against making profits for the company. The purpose of marketing is not to maximize customer satisfaction. As one marketing expert notes, “The shortest definition of marketing I know is ‘meeting needs profitably’. The purpose of marketing is to generate customer value (at a profit). The truth is that the relationship with a customer will break up if value evaporates. You’ve got to continue to generate more value for the consumer but not give away the house. It’s a very delicate balance.”

5. The Societal Marketing Concept

The societal marketing concept holds that the organization should determine the needs, wants, and interests of target markets. It should then deliver superior value to customers in a way that maintains or improves the consumer’s and the society’s well-being. The societal marketing concept is the newest of the five marketing management philosophies.

The societal marketing concept questions whether the pure marketing concept is adequate in an age of environmental problems, resource shortages, rapid population growth, worldwide economic problems, and neglected social services. It asks if the firm that senses, serves, and satisfies individual wants is always doing what’s best for consumers and society in the long run. According to the societal marketing concept, the pure marketing concept overlooks possible conflicts between consumer *short-run* wants and consumer *long-run* welfare.

Such concerns and conflicts led to the societal marketing concept. As Figure 1-2 shows, the societal marketing concept calls upon marketers to balance three considerations in setting their marketing policies: company profits, consumer wants, and society’s interests. Originally, most companies based their marketing decisions largely on short-run company profit. Eventually they began to recognize the long-run importance of satisfying consumer wants, and the marketing concept emerged. Now many companies are beginning to think of society’s interests when

making their marketing decisions.

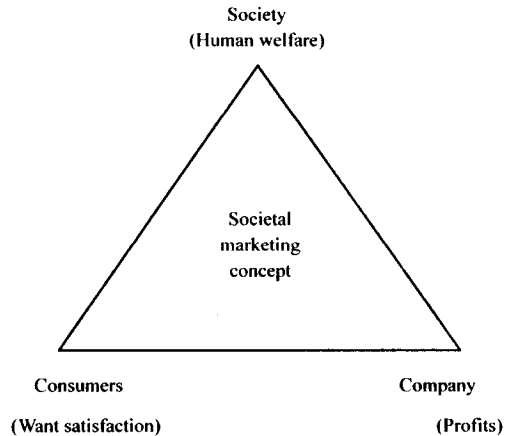


Figure 1-2 Three considerations underlying the societal marketing concept

One such company is Johnson & Johnson, rated recently in a Fortune magazine poll as America's most admired company for community and environmental responsibility. J&J's concern for societal interests is summarized in a company document called "Our Credo" which stresses honesty, integrity, and putting people before profits. Under this credo, Johnson & Johnson would rather take a big loss than ship a bad batch of one of its products. And the company supports many community and employee programs that benefit its consumers and workers, and the environment. J&J's chief executive puts it this way: "If we keep trying to do what's right, at the end of the day we believe the marketplace will reward us."

The company backs these words with actions. Consider the tragic case in which eight people died from swallowing cyanide-laced capsules of Tylenol, a Johnson & Johnson brand. Although J&J believed that the pills had been altered in only a few stores, not in the factory, it quickly recalled all of its product. The recall cost the company \$240 million in earnings. In the long run, however, the company's swift recall of Tylenol strengthened consumer confidence and loyalty, and Tylenol remains the nation's leading brand of pain reliever. In this and other cases, J&J management has found that doing what's right benefits both consumers and the company. Says the chief executive: "The Credo should not be viewed as some kind of social welfare program... it's just plain good business." Thus, over the years, Johnson & Johnson's dedication to consumers and community service has made it one of America's most admired companies, and one of the most profitable.

New Words and Expressions 生词和词组

marketing myopia *n.* 营销近视症

encyclopedia *n.* 百科全书

credo *n.* [宗]信条, 任何信条

cyanide *n.* [化]氰化物

capsules *n.* (植物)蒴果, 胶囊, 瓶帽, 太空舱

tylenol *n.* 扑热息痛

market *n.* 市场, 在营销学中是指某种商品的现实购买者和潜在购买者需求的总和

marketing *n.* 市场营销, 美国市场营销协会的定义是: 市场营销是关于构思、货物和劳务的观念、定价、促销和分销的策划与实施过程, 即为了实现个人和组织目标而进行的交换过程。

参考译文

营销管理哲学

我们将营销管理描述为：通过执行任务来达到我们与目标市场进行交换的目的。那么，应该用什么样的哲学来指导这些营销活动呢？对于组织、顾客及社会的利益给予多大的权重？这些利益经常相互冲突。各组织进行营销活动可供选择的五种观念是：生产观念、产品观念、推销观念、市场营销观念和社会营销观念。

1. 生产观念

生产观念认为消费者喜爱买得到且买得起的商品，因此，管理应着重在提高生产和分销的效率，这一观念是指导卖者的最古老的哲学之一。

生产观念在两种情形下仍是有用的哲学。一种情形是产品供不应求，在这里，管理应寻找提高生产力的途径。第二种情形是生产成本过高，需要提高劳动生产率来降低成本。例如，亨利·福特的全部哲学就是完善 T 型车的生产以便降低成本，使更多的人能承受得起。他曾经开玩笑说，他可以为人们提供任何颜色的车，只要车是黑的。

很多年来，德克萨斯仪器公司（TI）也遵循此种哲学：增加产量、降低成本以降低价格。利用这种方法，它赢得了美国手提式电脑市场的大部分份额。但是，在生产观念指导下运作的公司面临着一个主要的风险，就是将力量过分集中于他们自身的营运。例如，当 TI 将这种战略应用于电子表市场时，它失败了。尽管 TI 的电子表价格很低，但顾客们并不觉得它们很吸引人。在降低价格的驱动下，TI 忘记了顾客需要的另外一些东西——那就是买得起的、吸引人的电子表。

2. 产品观念

另一种指导销售者的主要观念——产品观念认为顾客喜爱具有最好的质量、性能和创新特色的产品。因此，一个组织应集中力量进行不断的产品改进。一些制造商相信只要他们能生产出更好的老鼠夹来，全世界的人们会争相抢购。但是，事实却远非如此。购买者也许确实在寻找解决鼠患问题的更好方法，但不一定非得要一个更好的老鼠夹子。解决办法可能是用化学药物喷洒，一次彻底清除服务，或其他比老鼠夹更有效的方法。此外，一个更好的老鼠夹可能卖不出去，除非制造者的设计、包装、定价很诱人；将它放在便利的分销渠道中；吸引需要它的人的注意力；并能使购买者觉得这是一种更好的产品。

产品观念还可导致“营销近视症”。例如，铁路管理者曾经认为用户需要的是铁路而不是运输，并且忽视了不断发展的航空、公共汽车、卡车和轿车的挑战。许多大学认为高中毕业生需要一种文科教育，因此忽视了职业学校日益激烈的挑战。

3. 推销观念

许多组织信奉推销观念,推销观念认为如果不进行大规模的推销及促销活动,顾客将不会购买足够多该组织的产品。这种观念被那些典型的滞销商品所应用——那些购买者在正常情况下不会想要买的产品,例如百科全书和保险。这些行业必须善于寻找时机并销售产品以获得利润。推销观念也被应用于非盈利性领域。比如,一个政治党派会极力向选民推销它的候选人为职位的最佳人选,候选人则在选举区内从早忙到晚——握手、亲吻孩子、接见资助者、演讲。大量资金被花费在广播及电视宣传、海报和邮寄材料上。候选人的党羽则隐藏在公众中间,因为其目标只是将自己推销出去,至于以后顾客是否满意就管不了那么多了。

大多数公司存在生产能力过剩时会采用推销观念。他们的目标是将其生产的产品销售出去,而不是生产市场需要的产品。因此,建立在硬性推销基础上的营销承受着巨大的风险。它重在达成交易,而不是与顾客建立长期的盈利性的关系。它假设被哄骗着购买了产品的顾客将喜爱该产品。或者如果他们不喜欢,他们就可能忘掉不愉快的经历并在以后再次购买。这些关于购买者的假设通常是很拙劣的,大多数研究表明不满意的顾客不会进行重复购买。更糟糕的是,一般满意的顾客会将其愉快的经历告诉3个人,而不满意的顾客则会将其不愉快的经历告诉10个人。

4. 市场营销观念

市场营销观念认为达到组织的目标依赖于发现目标市场的需求并能比其他竞争者更加快捷有效地提供目标市场期待的满足感。营销观念被人们用丰富多彩的方式叙述出来,如“我们为您制造产品”(Marriott);“您飞行,我们服务”(英国航空公司);“您满意,我们才会满意”(通用电气)。JC Penney公司的座右铭也总结了市场营销观念:“尽我们的一切力量使顾客的每一美元更加物有所值”。

推销观念和营销观念有时会混淆。图1-1比较了这两个概念,推销观念采用了由内向外的分析方法,它从工厂开始,以公司现有产品为中心,要求硬性推销和促销以获得盈利性销售。它主要以说服客户为中心——这意味着进行短期销售而不管谁购买,为什么要购买。与其相比,市场营销观念采取了由外向内的分析方法。它由一个定义好的市场开始,以顾客的需求为中心,协调影响顾客的一切营销活动,通过与顾客建立以其价值观和满意为基础的长期关系获取利润。在市场营销观念下,公司生产消费者需要的产品,从而使消费者满意并获得利润。

许多成功且著名的公司都采用了市场营销观念。P&G, Disney, Wal-Mart, Marriott, Nordstrom 和 McDonald's 都是其忠诚的追随者。L.L.Bean, 一个非常成功的服装和户外运动器械的目录零售商也采用了市场营销观念。1912年,在他的第一份传阅文件中, L.L.Bean 包括了下面这样的注示:“只有当顾客使用产品后感到满意时,我才觉得这是一次完整的销售。我们感谢任何人退回自己认为不十分满意的商品……我们最希望避免的事就是有一个不满意的顾客。”

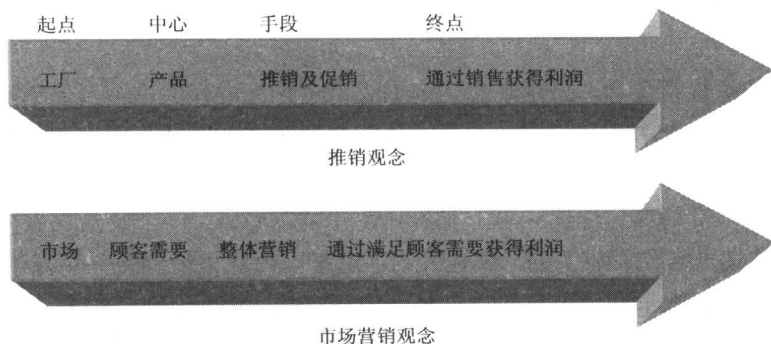


图 1-1 推销观念与市场营销观念的比较

今天, L.L.Bean 致力于“以各种方法提供完美的满足感”。为了激励员工运用市场营销观念, L.L.Bean 在办公室里贴出海报, 宣布如下内容:

什么是顾客? 顾客是这个公司里最重要的人——来过公司的或以信件联系的。顾客并不依赖我们, 而我们要依靠他的。我们为他服务并不是做了一件好事, 而是他通过给我们这样一个机会而帮了我们的忙。顾客并不是来与我们争论或比智慧的——没有人能在争论上胜过顾客, 顾客告诉我们他的需求——我们的工作满足这些需求, 使顾客和我们都获益。

相比之下, 许多公司宣称自己运用了市场营销观念, 但它们并没有这样做。他们有营销的形式, 如营销副总裁、产品经理、营销计划和营销调研, 但这并不意味着它们是以市场为中心和以顾客为中心的公司。问题是他们是否对顾客需求和竞争者战略的变化进行了精心调整。过去的大公司——GM、IBM、Sears、Zenith 都失去了巨大的市场份额, 就是因为他们没有能够随着市场的变化而相应调整他们的营销战略。

要实现一个公司由推销导向向市场营销导向的转变需要几年艰苦的努力。目的是将顾客的满意嵌入公司的每一根神经当中。顾客满意不再是流行的时尚。正像一位营销分析家所指出的: “它正在成为整个美国的生产方式……就像信息技术和战略计划一样成为公司文化的一个组成部分”。

但是, 市场营销观念并不意味着公司应该尽力向消费者提供一切所需要的产品, 营销者必须在为顾客制造更多价值与为公司创造利润之间进行平衡。市场营销的目的不是使消费者满足最大化。它如一位营销专家所指出的: “我所知道的市场营销的最简短的定义是‘盈利性地满足需求’。市场营销的目的是为顾客创造价值(公司同时也要获利)。事实是如果价值不存在了, 与顾客的关系也就终结了。你在不断地为顾客创造更多的价值, 但不会丢掉你的厂房。这是一种非常微妙的平衡。”

5. 社会营销观念

社会营销观念认为一个组织应该确定目标市场的需求和兴趣, 然后应以一种方式向顾客提供最大价值, 这种方式必须保持或改进消费者及整个社会的福利水平。社会营销观念