

Third Edition

Peter Doyle

MARKETING MANAGEMENT AND STRATEGY

营销管理与战略

双语教学版

[英] 彼得·多伊尔 著 朱翊敏 杨艾琳 王远怀 译注

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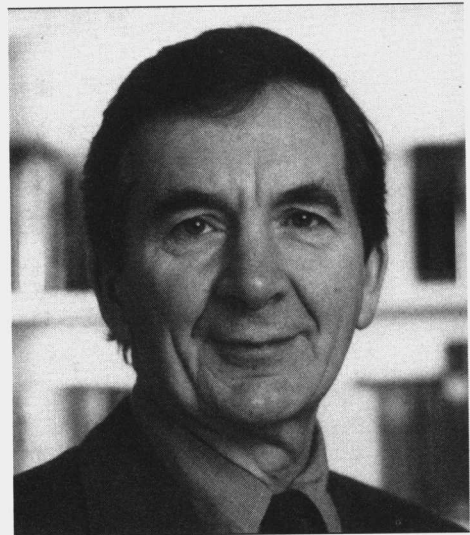
About the author

Peter Doyle is internationally recognized for his teaching and research in marketing and strategy. He is Professor of Marketing and Strategic Management at the University of Warwick Business School, where he also directed the School's MBA programme and executive courses. Previously he has held positions at INSEAD, London Business School, Bradford University, Stanford and University of Hawaii.

He has acted as consultant to many top international businesses including Coca-Cola, Shell, IBM, ICI, Unilever, Nestlé, Novartis, Royal Sun Alliance, Burmah Castrol, Hewlett-Packard, Marks & Spencer, British Airways and Saatchi & Saatchi. He has also acted as an adviser to such professional bodies

as Britain's Cabinet Office, the Institute of Chartered Accountants, the Institute of Directors, the CBI, Japanese-American Institutes of Management Sciences, the Pacific Asian Management Institute, and the Singapore Department of Trade.

Peter Doyle has run executive programmes for senior managers throughout Europe, the USA, South America and the Far East. He has been voted 'Outstanding Teacher' on numerous university and corporate courses. In addition he has published five books and over one hundred articles in professional journals. He has a First Class Honours degree from the University of Manchester and an MBA and a PhD from Carnegie-Mellon University, USA. His research has twice led him to be awarded the President's Medal of the Operational Research Society and the Best Paper Award of the American Marketing Association and the European Marketing Academy.



Preface

This book explores the role of marketing in the modern organization. It presents an up-to-date review of the most important concepts and techniques managers need to analyse today's markets and to capitalize on the opportunities that are continually emerging. For most organizations, marketing is the single most important determinant of success. This is obviously true of businesses operating in the dynamic, globally competitive markets of today, where the ability to satisfy – or delight – customers is the only determinant of their ability to generate revenues. But marketing is increasingly recognized as central by managers in public sector and other, not-for-profit organizations. After all, no organization exists for its own sake, but rather its task is to meet the needs of those 'publics' it was created to serve.

Many managers still confuse marketing with selling. To them, the word 'marketing' conjures up images of the striking advertisements that they see on television, the latest in-store promotional gimmick, or the figure of the slick, smooth-talking salesman. But such images have little to do with the reality of developing successful marketing strategies today. Real marketing is the philosophy of management which recognizes that the success of the enterprise is sustainable only if it can organize to meet the current and prospective needs of customers more effectively than competition. Selling and marketing are contrasting in their approaches. Selling tries to push the customer to buy what the business has. Marketing, on the other hand, tries to get the organization to develop and offer what the customer will find is of real value. This way marketing seeks to build long-term, mutually beneficial partnerships between the organization and its customers.

In the twenty-first century, marketing is becoming even more important. Gone are the stable markets of yesteryear; today's markets are fickle, fast moving and continually splintering as customers' wants change, technology advances and competitors find new ways of adding value and creating additional satisfactions for consumers. Organizations that do not focus on these continually changing markets are quickly beached by the stream of new products, new services and new positioning strategies being offered by their more alert competitors. No organizations are sheltered. Companies such as Marks & Spencer, General Motors, ICI, Xerox, Olivetti and Philips, that, not so long ago, were regarded as icons by managers in other firms, now struggle

for their very survival. Hundreds of unsung, but often long-established companies disappear every year.

Marketing – the close analysis of customers and the search for new ways of adding value – offers the only opportunity for managers to keep their heads above these turbulent waters. In the chapters that follow, we look at how this should be done. We show how to develop a marketing orientation in the organization and how this impacts on the ultimate corporate goals of profit, growth and security. Then we examine how marketing strategies are developed and implemented through effective product, pricing, distribution, communications and service policies.

The target audience for this book are men and women who hold, or expect to hold, senior management posts in organizations. It is not written solely for marketing specialists. Marketing is so central to the success of an organization that it cannot be thought of as primarily a specialist discipline. Knowledge and concern for marketing are key responsibilities for all managers whatever their functional labels. The ultimate task of every manager is to contribute to developing products and services that meet the actual or potential needs of customers more effectively than competitors.

Two particular groups of readers were in mind when this book was planned. The first are middle and senior business executives working for companies competing in international markets. The second are those studying for MBA programmes who, I hope, will find the book a suitable text for their graduate marketing course. Teaching MBA and executive courses around the world, I have found that the requirements of executives and MBAs are no longer distinct and separate. All the top business schools now insist that MBA candidates have substantial business experience (the average age is over 30). Today's MBA students demand pragmatic, executive-oriented teaching materials and are not interested in impractical academic theorizing. At the same time, there has been a distinct shift among executives towards management texts that treat more seriously the complex and difficult issues of competing in a dynamic, international marketing environment. Teaching a high-level executive programme today is very similar in content and rigour to a good, graduate MBA class. Books that cover both audiences are now common in related disciplines, such as those by Tom Peters, Michael Porter, Kenichi Ohmae, Gary Hamel and Charles Handy. However, in marketing, there is as yet no such book available. It is hoped that this book will go some way to filling this gap.

The prime aim of this book is to provide a practical guide to marketing decision making and to developing a marketing strategy. It is written with the following objectives:

- To appeal to executives across all the functional areas of the business. Effective marketing is fundamentally a multifunctional task. Today, all managers need to be drawn into contributing ideas for increasing their organization's marketing competitiveness.
- To draw on multiple disciplines. Successful marketing requires managers to draw on findings and techniques from a number of fields, including finance, accounting, economics, information technology and organizational behaviour.
- To reflect the key issues facing managers in today's markets. The 21st century brings new, additional priorities including responding to environmental pressures, the focus on time-based competition, the importance of the European

Union and other regional markets, shortening product life cycles and the ever increasing importance of innovation.

- To present a global perspective. For today's major companies, the internationalization of markets and competition impacts on every aspect of their strategies. Therefore, unlike some books, this one does not have a special chapter on international marketing; instead the international perspective is reflected throughout the work.
- To provide an advanced treatment of marketing and strategy. The book is for current or potential senior executives. It assumes familiarity with the operations of the firm and the major institutions of the market. It focuses on those issues of most concern to senior executives. It avoids purely descriptive material and the treatment of lower-level management topics.
- To offer a practical, pragmatic approach. The book seeks to provide a guide on how to improve marketing performance. It includes concepts only when they provide managers with real insights on how to approach these important decisions. It is fairly ruthless in omitting abstract academic theorizing in order to allow more than usual scope for the detailed treatment of the most practical and relevant ideas and techniques.
- To provide an up-to-date review. The book incorporates the most recent thinking on markets, strategy and related disciplines.

Third edition

The first edition appears to have met the main objectives set out for the work. It has been adopted by many leading business schools for their MBA programmes. These include the London Business School and the universities of Aston, Brighton, Buckinghamshire, Cambridge, Derby, Galway, Humberside, Liverpool, Luton, Newcastle, Norwich, North London, Oxford Brookes, Surrey, Teesside and Warwick, and University College Dublin.

It has also been widely used on company executive programmes, including AstraZeneca, Burmah Castrol, Cadbury Schweppes, Coats Viyella, Coca-Cola, KPMG, Novartis and Saatchi & Saatchi. I am grateful to the universities and companies that have adopted the book and I have used many of their suggestions in this updating.

The new edition has been revised and updated and introduced changes in presentation to every chapter. More emphasis in particular has been given to the Internet, relationship marketing, branding and financial aspects of marketing. In addition an entirely new chapter (Chapter 13) has been added on turnaround management, covering a set of tactical and strategic problems of great concern to many of today's top executives. The adaptations in the new edition reflect changes in the external environment, new perspectives on professional marketing and new insights from current academic work.

Besides the management literature, this book is influenced by several individual sources. One is the research that I have conducted with colleagues from many universities including Warwick, the London Business School, INSEAD, Stanford, Bradford, South Carolina and Hawaii. Among my past research colleagues, I would particularly

like to acknowledge Professors Marcel Corstjens, David Cook, Ian Fenwick, Zeki Gidengil, Graham Hooley, Jim Lynch, John McGee, Paul Michelle, John Saunders, Vivienne Shaw, Veronica Wong and Arch Woodside.

My approach to teaching and research has also been influenced by other outstanding scholars, including Professors Ken Simmonds at the London Business School, Venkataraman Srinivasan at Stanford, Jean-Claude Larreche, Philippe Naert and David Weinstein at INSEAD, Michael Baker at Strathclyde, Robin Wensley at Warwick, Susan Douglas at New York University and the late Abe Schuchman at Columbia.

Most of all the book reflects what I have learnt from my consulting work over the last twenty years. In particular, the book is influenced by the co-operation of managers from the following client organizations:

| | |
|---------------------------|--------------------------|
| American Home Products | Marks & Spencer |
| BMP DDB Needham | Nestlé |
| British Airways | Novartis |
| British Telecom | Ogilvy & Mather |
| British Steel (now Corus) | Philips |
| Burmah Castrol | Price Waterhouse |
| Cabinet Office | Rhône Poulenc |
| Cadbury Schweppes | Rover Group |
| Cargill | Saatchi & Saatchi |
| Coats Viyella | Sandoz |
| Coca-Cola | Sears |
| Dunhill | Shell |
| Electrolux | SKF |
| Gemini | J. Walter Thompson |
| Hewlett-Packard | Unilever |
| IBM | Volvo |
| ICI | Zeneca (now AstraZeneca) |
| KPMG | Zyma |
| 3M | |

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Chapter 1

Management: objectives and tasks

'When the rate of change inside the company is exceeded by the rate of change outside, the end is near.'

Jack Welch, Chairman of General Electric

本章揭示了经理们如何力图简化企业的目标。这种倾向常常导致不必要的短期主义，降低了国际竞争力和强化了脆弱性。经理们需要建立一系列平衡的目标，包含比盈利和增长更多的内容。多种目标是必需的，因为从长远来看，公司必须满足多个利益相关者的需要。管理层的中心任务是建立目标以满足企业赖以生存的所有利益相关者，包括顾客、股东、经理人、员工和社区。

本章将探讨三个问题。第一，批判性地审查了经理们衡量企业成功最常用的标准。用利润或增长这样单一的标准追求“卓越”或突出的业绩，不可避免地会产生严重的问题。相反地，通过一套平衡的目标体系，可以选择不同的方法取得令人满意的业绩。第二，战略概念和评判其他潜在战略的选择标准也在本章中得以讨论。最后，企业长远的竞争力取决于管理层建立核心竞争力的能力。本章最后讨论了如果要创造这些能力和获取国际竞争力，企业应该建立的组织类型。

Today, rapidly changing technologies, the information revolution and global competition are presenting new challenges to business. This book is about the role of marketing and strategic management and how they contribute to the success of the firm in this new environment. Marketing and strategic management are tools to enable the business to achieve its objectives. This chapter considers the objectives of the firm and of the managers who run it. The objectives of the firm are important because they govern the values of the organization, the direction it pursues, the capabilities it builds and the measures it uses to evaluate performance and incentivise staff.

This chapter shows how managers tend to oversimplify when they set objectives for the business. This has often led to unnecessary short-termism, reduced international competitiveness and heightened vulnerability. Managers need to set a balanced array of objectives covering more than just profitability and growth. Multiple objectives are necessary because in the long run the firm has to satisfy multiple stakeholders. A central task of management is to set goals that will satisfy the interests of all those parties on whom the firm's survival depends, including customers, shareholders, managers, employees and the community.

The chapter explores three issues. First, it examines critically the most common measures of business success used by managers. It shows how seeking 'excellence', or outstanding performance, on one single measure such as profits or growth invariably produces major problems in other areas. Instead, alternative approaches that achieve satisfactory performance across a balanced set of objectives are shown. Second, the concept of strategy and the criteria to judge potential alternative strategic options are explored. Finally, the firm's long-run competitiveness depends upon management's ability to build core competences. The last sections of the chapter discuss the type of organization that has to be built if the business is to create these capabilities and achieve international competitiveness.

目标与成功

Objectives and success

Companies use various criteria to judge the success of their business units and to motivate their managers. Each of these objectives has some merit. It is only when one is pursued to the exclusion of others that the limitations of these measures become

incentivise 以物质刺激鼓励。stakeholder 利益相关者。shareholders 股东。community 社区。criteria 标准。business units 业务单位。capability 能力。core competence 核心能力，核心竞争力。

strikingly apparent. Unfortunately, in recent years, there has been a growing tendency to stress unique measures of performance. One reason has been the increasing popular interest in business. This has encouraged journalists and commentators to seek to create league tables where companies are ranked, like football teams, in order of performance. Such rankings require single, apparently objective measures such as return on investment or economic value added. Managers now see themselves regularly and publicly rated in terms of 'success' against their competitors. A second reason has been the increasing number of books and articles on 'excellent' companies. Notable examples have been Peters and Waterman's *In Search of Excellence*, Collins and Porras' *Built to Last* and Hamel's *Leading the Revolution*.¹ Typically these writers choose one or two measures of 'excellence', such as profitability or growth, identify the highest performers along these measures, and then extol other managers to follow the behaviour and practices of these companies.

The problem is, however, that it has become clear that the subsequent performance of these so-called excellent companies has been dreadful! For example, of the 43 outstanding US companies chosen by Peters and Waterman, only 14 were doing well five years later and only 5 ten years on. In fact, many had disappeared altogether – hardly a model of performance many managers would wish to emulate. Similarly, in the UK, the top-selling management publication, *Management Today*, identifies each year the country's best companies. Of 12 top companies identified between 1980 and 1990, only 5 survived to 1996! Of the five survivors only one could still be described as a high performer.²

What this shows is that outstanding performance on one or two measures is a very poor predictor of future success. As is explained below, the main reason is that each measure is strongly associated with one stakeholder group. For example, increasing shareholder value is beneficial for shareholders, but it can easily be inimical to managers, employees and the local community. Similarly, rapid sales growth often provides benefits for managers, but implies greater risk and reduced returns for owners and creditors. The more management seek exceptional performance on one measure of success, the greater these conflicts become and the more unstable the business.

Profitability 盈利

In western companies, profitability is by far the most important objective that senior managers are set (see Table 1.1). Sometimes they are set a target of an absolute measure of profits; more often it is a ratio such as earnings per share, return on capital employed or return on shareholder funds. The targets are normally determined on the basis of past performance and by comparison against other companies in similar lines of business. Performance against these profit objectives is measured at least annually and often quarterly or even weekly. Profitability is almost ubiquitous as the primary measure of corporate and divisional success, and forms the basis for the increasingly large bonus element in the compensation packages of senior executives. The main reason why profits or earnings rank so highly in UK and US companies is that they are perceived as a key determinant of how the stock market values a company. This point is made clearly by the head of one leading stockbroker (see Box 1.1).

综上所述,用一两种标准来衡量优秀业绩并对未来成功进行预测是远远不够的。如下面所解释的,主要原因是每一个标准只与一组利益相关者紧密相关。例如,提高股东价值有益于股东,但无助于经理、员工和当地社区。类似地,销售额快速增长通常为经理们带来好处,但它却暗含极大的风险,并降低所有者和债权人的回报。管理层越是倾向于用某一个成功标准去寻求超常的业绩,这些冲突就会变得越大,企业也更加不稳定。

盈利几乎完全是衡量企业和事业部成功的主要标准,并且是高级管理人员的整个收入中日益增长的巨额奖金部分的基础。

dreadful 令人忧虑的。earnings per share 每股收益。return on investment 投资回报率。economic value added 经济附加值。