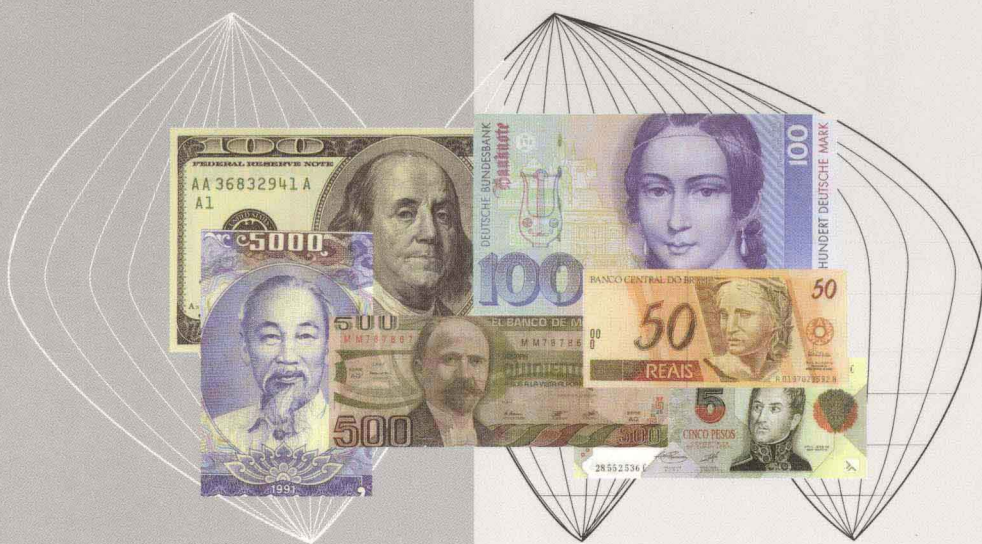


简明商务英语系列·实践教程 ⑧

总主编 王立非

A PRACTICAL COMPANION TO
**INTERNATIONAL
MARKETING**

国际营销实践教程



主 编 张 蔚

W 上海外语教育出版社
外教社 SHANGHAI FOREIGN LANGUAGE EDUCATION PRESS
www.sflep.com

A PRACTICAL COMPANION TO "THE SHORT COURSE IN INTERNATIONAL TRADE SERIES"

简明商务英语系列·实践教程(1)

A Practical Companion to "The Short Course in International Trade Series"

INTERNATIONAL
MARKETING

国际营销实践教程

A Practical Companion to International Marketing

主 编 张 蔚

图书在版编目(CIP)数据

国际营销实践教程/张蔚主编. —上海: 上海外语教育出版社, 2013
(简明商务英语系列. 实践教程; 8)

ISBN 978-7-5446-3030-6

I. ①国… II. ①张… III. ①国际营销—高等学校—教材
IV. ①F740.2

中国版本图书馆CIP数据核字(2013)第031904号

出版发行: 上海外语教育出版社

(上海外国语大学内) 邮编: 200083

电 话: 021-65425300 (总机)

电子邮箱: bookinfo@sflep.com.cn

网 址: <http://www.sflep.com.cn> <http://www.sflep.com>

责任编辑: 陶 怡

印 刷: 同济大学印刷厂

开 本: 787×1092 1/16 印张 12.75 字数 323千字

版 次: 2013年7月第1版 2013年7月第1次印刷

印 数: 3 000册

书 号: ISBN 978-7-5446-3030-6 / F · 0068

定 价: 25.00 元

本版图书如有印装质量问题, 可向本社调换

专家委员会

顾 问：陈准民

主 任：王立非

委员：（按姓氏笔画排序）

王晓群

叶兴国

平 洪

刘法公

向明友

吕世生

许德金

严 明

何高大

张翠萍

李生禄

李霄翔

肖云南

陈建平

陈 洁

林添湖

俞利军

俞洪亮

宫恒刚

郭桂杭

常玉田

龚龙生

彭 龙

程幼强

谢 群

潘惠霞

总序

我国对外开放的不断扩大和中国经济加速国际化,催生商务英语教育在我国的蓬勃发展。商务英语专业于2007年获教育部批准试办,至今短短5年,全国已有62所高校开设该专业。2012年,教育部本科专业目录修订将商务英语放入基本目录(专业代码050258),可以预见,今后会有更多高校自行设置该专业。商务英语已成为成熟稳定、就业好、社会认可度高、深受学生欢迎的专业。

广大商务英语专业学生对国际商务知识和技能的巨大需求,使得相关教材建设变得尤为迫切。2008年,上海外语教育出版社率先在全国推出了“简明商务英语系列教程”,这套原版教材共12本,涉及国际经济学、国际贸易、管理学、营销学、国际商法、商务谈判、商业伦理、商业文化、商业合同、商业支付等,知识体系完整、内容简明扼要、语言文字地道、理论联系实际,受到了广大师生的热烈欢迎。

为了进一步提升教材的实用性和可操作性,我们组织专家为该套教材编写了配套的实践教程,特色如下:

1)保留原版教材名,增加“实践教程”字样,各章节名称和章节数一一对应,突出教材的姐妹篇特色,实践教程与引进版教材相互补充,配套使用,便于组织和安排教学;实践教程提供相关练习和课程教学资源,便于教师和学生检查学习效果。

2)实践教程各章节包含学习指南、应知应会、巩固练习、案例分析、拓展阅读5个部分,安排合理,实用性强。“学习指南”可以很好地帮助学生理解教学目标和内容,“应知应会”提供相关商务词汇和背景知识,“巩固练习”可检查学生对原课文的理解,“案例分析”通过对国内外真实案例的分析讲解,培养学生分析和解决问题的能力,“拓展阅读”达到扩充知识和启发思考的目的。

3)本套教材由国内多所开设商务英语专业的重点院校参与编写,编者都是长期从事商务英语专业教学的专家教授,多人具有商务和语言的双重专业背景,教学与实践经验丰富。

本套系列教材可以作为大专院校商务英语、国际贸易、工商管理等专业学生的相关课程的教材,同时也可作为考研的参考书和企业各类管理人员的培训教材或辅导资料,以及广大商务英语学习者的自学教程或阅读丛书。

对外经济贸易大学教授、博士生导师
教育部商务英语国家级教学团队负责人

王立群

2012年仲夏于北京

前言

随着商务英语专业在我国的不断发展和完善,商务英语教学内容之一的商科知识研究备受关注,教材建设也在体现商务英语专业的特色上不断推新。商务英语知识群教材“简明商务英语系列教程”这套原版商务英语教材是上海外语教育出版社从美国世界贸易图书出版社最新引进的,共12本,涉及商科知识的各个领域。《国际营销》是这套系列教材中的一本。为了帮助学习者能够更好的理解教材内容,《国际营销实践教程》基于“简明商务英语系列教程”《国际营销》的内容,对各章节进行了扩充,增加了学习指南、应知应会、巩固练习、案例分析和拓展阅读部分,目的是帮助学习者更好地理解原版教材的内容,强化教材的实践性。

《国际营销实践教程》,以下简称《实践教程》,在章节上与《国际营销》保持一致,共16章,涉及营销基础、市场诸要素、国际营销的维度、国际贸易、政府的作用、文化力量的作用、为国外市场开发产品、市场调研、准备进入市场、开发分销渠道、广告与促销、实施接解——不同产品的促销、为新市场配备人员、评估营销业绩、营销计划和营销审计。

《实践教程》在编写过程中突出国际营销知识与应用,强调跨文化营销能力的培养。第一部分“学习指南”包括“本章提要”和“本章提示”。“本章提要”用简洁明了的中文概括原版教材本单元的主要内容,“本章提示”通过中文解释及生动的现实生活实例等对本章节学习内容核心进行拓展,并指出《实践教程》通过哪些方面的内容学习可帮助学习者更好地理解教材本章节的主题和教学目标。第二部分“应知应会”包括“词汇学习”和“知识链接”。“词汇学习”用中、英双语编写,主要是本章节核心词汇的解释,加深学习者对关键词汇的理解,“知识链接”提供用中文编写的相关背景知识简介。第三部分是“巩固练习”,通过相似词汇对比、填空、判断正误等题型帮助学习者加强对原版阅读材料的掌握,所有题型用英文编写,围绕原版教材内容,以理解原书内容为主。这一部分还围绕本章节主题,用英文设计相关思考题,通过讨论加深学习者对章节主题的理解。这一部分的练习题全部配有参考答案。第四部分“案例学习”由“案例故事”、“案例讨论”和“案例总结”组成。“案例故事”和“案例讨论”皆用英文编写,前者主要

选取与本章节主题相关、具有中国元素的案例；后者不仅从不同角度分析案例成败的原因，还在案例后设计开放式小组讨论题。案例阅读及剖析不仅加强了学习者对所阅读材料的全面理解和掌握，更激发了学习者对相关营销理论的兴趣，培养了学习者主动思考的能力。“案例总结”用中文编写，供学习者进一步学习。第五部分由“阅读”和“阅读与思考”组成，皆用英文编写。选取的阅读文章都和本章节内容相关，作为本章专业知识的扩充。“阅读与思考”提供阅读理解练习和相关思考题，以便学习者通过大量阅读进行思考，获取相关内容的深入体会，提高自身分析问题的能力。

这套教材的特点是知识体系完整、阅读内容原汁原味、中英文解释清楚明了、案例选择中西文化结合之特色突出、案例剖析引人入胜等，适合作为大专院校商务英语、工商管理、国际贸易等专业学生的相关课程教材，也可作为企业各类管理人员的培训教材或商务英语学习者的阅读教材。

在《实践教程》的前期编写过程中，我的研究生团队在查找、搜集、整理资料，尤其是本书的案例筛选方面做了大量的工作，因为本书商业案例的特点是既具有国际化，又需要体现中国元素。他们也积极参与了后期练习答案的整理工作。他们是西安外国语大学商务英语研究方向研究生李哲、陶媛媛、秦云霞、王宇、李慧、李瑞静和张名。编者在此对他们的参与和付出表示真挚的感谢。

主编：张蔚

2012年7月5日

[illegible]V

Chapter 1 Marketing Basics 营销基础

Part I Guiding the Way 学习指南

1 Chapter Brief 本章提要

一句话提要：开篇介绍营销的来源和范畴，正文是关于营销的方方面面。

开篇：英语中“营销”（marketing）来源于拉丁语mercari，意思是货物买卖或交易。市场指任何有商品和服务交易的地方。如今，市场可以指简单的农产品买卖交易，也可以是指对整个经济的描述（比如欧洲市场）或朦胧的商业功能（比如股票市场）。市场本身涵盖了诸如道德、文化、宗教、民族、政治和社会团体这些具体的方方面面。人们可以有目的的组合在一起而形成一个市场，如：《北美自由贸易协定》，或由于环境默认而一起做事情，如：20岁到30岁的成年人所组成的社团。所有市场都可以细化或细分为更小的市场，直至到个体。

正文：正文分为九个部分：营销与销售、有效营销、营销计划的作用、市场潜力、营销在商业中的作用、营销的功能、营销的层级效果、常犯的营销错误和发现与开拓市场。营销与销售部分陈述两者的关系，主要是两者之间的区别。有效营销部分陈述买卖双方制约关系的重要性，双赢是买卖双方维持长久关系的关键。营销计划的作用部分陈述营销计划对于企业的重要性，营销计划类似于金融企业的行动“预算”，在公司运营过程中处于不断调整变化状态。市场潜力部分是关于市场最终规模和效益的变化受营销人员可控因素和不可控因素的影响，营销者或营销人员必须具备从短期、中期、长期角度洞察市场的能力。营销在商业中的作用就如同方向舵，合适的产品在合适的时候投入合适的市场，是成功营销的关键。营销的功能介绍营销的五大传统功能和人力资源这一常常被遗忘的功能。营销的层级效果解释消费者为什么购买和如何购买某种产品的原因及过程。常犯的营销错误部分解释营销人常常步入的七大营销误区。发现与开拓市场部分解释以市场为导向的经营与以产品为导向的经营的营销差异及两者并存的合理性。

2 Chapter Guidance 本章提示

生活中处处都是营销，例如“媒人”、“学校招生”、“工作面试”等，营销就是取和给的关系。

营销的功能不仅仅是销售和做广告，还结合了许多活动，如市场调研、产品开发、分销、定价、广告、个人销售以及其他的一些活动，目的是为了在识别、服务和满足顾客需求的同时实现组织的目标。营销的目的是建立营利性顾客关系。营销追求的是既利用优质的价值承诺来吸引新顾客，又通过传递顾客满意来保持和发展现有的顾客。市场营销的全部，就是围绕着市场营销环境、消费者和企业进行的。营销环境限定消费者、制造商和销售商的活动。企业则要针对消费者的复杂购买行为，设计相应的营销策略，从而实现企业的目标。

营销是建立在一个动态的全球环境下进行的。在21世纪经济高速发展的过程中，营销者将会面临许多新的挑战 and 机会。因此，公司必须以市场为中心才会取得成功。

本章节学习目标包括以下两个方面：

基本目标 (Text-based)：熟悉营销的概念、范畴及营销基础涉及的方方面面。
拓展目标 (Text-related)：通过背景知识学习、拓展阅读、案例学习和分析能运用营销基础知识解释和分析产品营销与市场销售现象。

Part II Clearing the Ground 应知应会

1 Word Study 词汇学习

NAFTA 《北美自由贸易协定》 <i>North American Free Trade Agreement</i>	market potential 市场潜力 The estimated maximum total sales revenue of all suppliers of a product in a market during a certain period
The Customer's Perceived Value 顾客认知价值 The customer's assessment of the value	market-driven business 以市场为导向的经营 Business producing the requisite goods or services based on the needs of the market
product-driven business 以产品为导向的经营 Business producing a new product first, then convincing the public for the need of the product	audit <i>n.</i> 查账, 审计 the official examination of a company's financial records in order to check if they are correct

2 Information Link 知识链接

背景知识：营销学及营销策划

营销学 (Marketing) 是一门研究企业经营与销售活动的学科。美国营销协会对营销给出的定义是：营销是一个计划和执行知识、货物以及服务的形成、定价、推广和分拨的全过程，目的是通过交换来满足个人和组织的需求。营销是关于企业如何发现、创造和交付价值以满足一定目标市场的需求，同时获取利润的学科。营销学用来辨识未被满足的需要，定义、量度目标市场的规模和利润潜力，找到最适合企业进入的市场细分和适合该细分的市场供给品。真正意义上的营销，即市场营销，在某种意义上讲，谈论市场营销应该为公司做些什么，就是在谈论公司该持有什么样的最终目标和战略目的。从公司角度讲，市场营销的职能就是保证客户和消费者成为企业的中心环节。其另一职能便是指导企业决策。

营销策划 (Marketing Plan) 是在对企业内部环境予以准确的分析，并有效运用经营资源的基础上，对一定时间内的企业营销活动的行为方针、目标、战略以及实施方案与具体措施进行设计和计划。营销策划，首先要确定营销概念，其次在营销理念基础上进行策划。营销策划是根据企业的营销目标，以满足消费者需求和欲望为核心，设计和规划企业产品、服务和创意、价格、渠道、促销，从而实现个人和组织的交换过程。营销策划是为了改变企业现状，完成营销目标，借助

科学方法与创新思维，立足于企业现有营销状况，对企业未来的营销发展做出战略性的决策和指导，带有前瞻性、全局性、创新性、系统性。营销策划不仅适用于有形的产品，还可用于无形的服务。它要求企业根据市场环境变化和自身资源状况做出相适应的规划，从而提高产品销售量，获取利润。营销策划的内容包含市场细分、产品创新、营销战略设计、营销组合4P(产品、价格、渠道、促销)战术等四个方面的内容。

Part III Running Workshops 巩固练习

1 Workbook 练一练

A. Compare the following two terms.

marketing	sale

B. Fill in the blanks with appropriate words.

- _____ are the goal of marketing and they serve as the basis for the relationship between the marketer and the _____.
- The binding relationship between the buyer and seller that's created by _____ tends to last longer as the speed of information in the marketplace increases.
- _____ can be quickly gained but just as quickly damaged or lost forever as the pool of informed and demanding consumers grows larger every day.
- Product, _____, promotion, _____, and postal service must all be thoroughly designed during the market planning process and controlled in compliance with that plan after its implementation.
- _____ can vary greatly and will be affected by factors both within and without the control of the marketer.
- Positioning a product against its competition is heavily linked to _____.
- There are two ways to exploit a market, one is to _____ on a per-product basis, the other is to choose to pursue a process of _____. And the purpose of the latter one is to establish a _____ relationship with the customer.
- For the purpose of international marketing, merchandising is the process of bringing the right product to the right _____ at the right time in the right _____ at the right price.
- The _____ of a product is often the determining factor when a purchase is made and is always a key to profit.
- Within the marketing functions, _____ are often ignored.

C. Read the chapter and decide whether the following statements are true (T) or false (F).

- 1) As marketeers, they often bear the burden of making great efforts on selling. ()
- 2) For some management personnel in a company, though something in the marketing planning process is very hard, such as promotion, distribution, etc., their actions are not necessary to be directed by and subservient to the marketing plan. ()
- 3) Marketing planning and marketing auditing are objective. ()
- 4) A “feel” for a specific market or product line is often required in marketing. ()
- 5) The ultimate size and profitability of a market is market plan. ()
- 6) Marketing potential, especially the international one, is weighed before expensive resources are allocated; in other words, the marketer must know the competitive ability of a specific market. ()
- 7) As for establishing a brand name, it’s a matter of timing and consumer demand. ()
- 8) Price competition is often utilized by a company which wants to seize market share. So setting a proper price will determine how long any company will stay in the market-place. ()
- 9) For consumers, it’s usual for them to buy based on price regardless of the efforts of the marketeers to promote quality and service. ()
- 10) All the marketeers try to devise advertising that keeps customer perception closely aligned with product or service reality. ()
- 11) For every successful company, human resources are very important, for the reason that transactions take place between flesh-and-blood human beings. ()
- 12) The best way to making aware of the existence of a product is to make customers know it, like it, and praise it. And then they sing the product’s praises to other consumers. So marketeers should firstly make efforts to let their products accepted by some consumers. ()
- 13) The usefulness is enough for consumers to buy a specific product. ()
- 14) In order to popularize a product, a marketer must make its quality, or service, or the color of the package attractive. ()
- 15) As a consumer, one prefers to buy something that looks very impressive, though it may be “too good to be true”. ()

2 Discussion 讨论

- 1) What do you think of the role “sales” play in the marketing process?

- 2) Some people think that marketing acts as a straightjacket on the other activities of management for its ongoing internal and external factors. What viewpoint do you have on it?

- 3) What is marketing plan? Why is it regarded as “The Action Budget”?

- 4) According to the author, what is the forgotten function of marketing? And why is it usually forgotten?

-
- 5) What are the factors influencing the consumer behavior according to the author? And what is the optimal way of getting product awareness?
-
- 6) What's your understanding of the marketing mistake of "Universality"? Why have Coca-Cola, McDonald, and Toyota recognized that universality is impossible? What have they done to avoid this mistake?
-
- 7) With the example of Chevrolet Nova, what does the author want to illustrate? What role do you think "Culture" plays in marketing?
-
- 8) What are market-driven businesses and product-driven businesses respectively? Can you give some examples? What are their significant differences?
-

Part IV Case Study 案例学习

1 Case Story 案例故事

Starbucks

Founded in 1971, Starbucks originally sold its trademark dark-roasted coffee beans in a few Seattle stores, but everything changed when current chairman and CEO Howard Schultz took over in 1987. Schultz envisioned selling gourmet coffee beverages in hip neighborhood coffee bars like the ones he saw on every corner while vacationing in Italy. He wanted Starbucks to be a meeting place where people could exchange ideas and escape from everyday hassles. And from day one he wanted to go national.

Schultz focused on building a competitive advantage through a loyal, well-trained labor force that delivers consistently superior products and service. He also fostered a company commitment to employer responsibility, environmental stewardship, passion for coffee, and integrity in customer relations. His efforts paid off. In a decade,

Starbucks grew to over 1,100 stores in 22 states and 3 foreign countries.

Starbucks entered its twenty-sixth year as the uncontested leader of the gourmet coffee market. The company had already experienced incredible growth, with sales approaching \$700 million in 1996, and Schultz had plans to continue expanding, opening almost 900 new stores over the next several years.

The team began by extensively researching both competitors' and Starbucks' stores. They brought in hidden cameras to document how well the employees knew their coffee, and they asked customers how they felt about the products, atmosphere, service, and coffee. The insights they gained became the foundation of their strategy.

Starbucks started making changes in products, distribution, and promotion.

Over the years, Starbucks' core products, coffee beans and beverages, had already undergone changes to meet customer preferences, but some merchandise, such as mugs and coffee makers, had been left untouched. Now new merchandise was planned for all stores. In addition, new food items were offered to attract customers throughout the day.

New products were targeted for grocery store distribution, including cold coffee drinks and ice cream novelties. Starbucks also began designing new stores to reflect local cultures.

Even though product and distribution changes were important, a well-designed promotion strategy was the key to building a consistent image nationwide. Starbucks had always taken an undifferentiated approach to marketing. If a person was a coffee lover, that person was a potential Starbucks customer. And research shows that coffee lovers have an emotional tie to the beverage. It can even be a part of their self-identity. To capitalize on this, the marketing team focused on building a national campaign that

didn't feel national. They wanted customers to build a personal identification with Starbucks products. So the advertisements they developed were down-to-earth and genuine, depicting Starbucks as a place to find peace in a hectic world.

Finally, to ensure high standards of quality and maintain what Schultz believes is Starbucks' biggest point of differentiation, the company reaffirmed its commitment to its employees. All Starbucks employees receive extensive training before they set foot behind a counter. They also receive progressive compensation, including full health benefits and stock options, even for part-time employees. As Schultz says, "The only way we're going to be successful is if we have the people who are attracted to the company and who are willing to sustain the growth as owners."

Today, with more than 17,000 stores in 55 countries, Starbucks is the premier roaster and retailer of specialty coffee in the world. And with every cup, they strive to bring both their heritage and an exceptional experience to life.

2 Case Analysis 案例讨论

Starbucks is able to deliver the experiences to consumers as it creates a strong association of leisure, relaxation, comfort, standard, quality of products in consumers' minds. Starbucks never position itself as a place to sell coffee drinks because customers expect from Starbucks more than a cup of coffee. The company built a clear image in the consumers' minds and brands its humanity and intimacy in order to promote loyalty among consumers. An analysis will be done based on the marketing mix — product,

price, place and promotion.

Product

The coffee products in Starbucks are standardized and high quality. Starbucks has a large variety of coffee drinks to meet different consumers' needs for caffeinated beverage. As the customers are motivated by Starbucks' brand recognition and high quality product, strict controlling of quality and operations should be an important aspect of the marketing plan. Starbucks could adopt a high product differentiation strategy to keep

consistency in coffee quality and keep the distance to its competitors.

Price

Starbucks coffee products are priced higher than its competitors by about 20%. The reason of selling at a higher price is that Starbucks differentiates itself from competitors by selling high quality and experience. Compared to other classical brands in the market, Starbucks holds a leading position in providing high quality coffee products and services to satisfy middle- and upper-level consumers who prefer a prestigious place and are willing to pay a higher price for it. Launching a new business line should bring more new customers to Starbucks. The sub-brand can adopt a cost leadership strategy to position itself on convenience and fast service at affordable price targeting consumers who may not desire a premium kind of product and service. In order to combat the current economic downturn, Starbucks has to make changes on prices for maintaining its sales volume and its premium brand values.

Place

The relaxed and comfort atmosphere

at Starbucks stores encourages customers to stay and enjoy their coffee drink. Many customers work on their computers, read books, study or chat with friends for several hours so that many coming customers cannot find a seat. It is urgent to expand the store area and add more seats in the main retails located in shopping centers, airports and libraries to prevent loss of customers.

Promotion

Starbucks did not spend too much on commercial advertising, and it only has some print advertisements in stores. However, Starbucks heavily relies on consumers' word of mouth as a means of communication about their products. For the purpose of increasing revenue and building a close relationship with its consumers, Starbucks should increase their spending on commercials on a combination of television, radio, newspaper, magazine and outdoor advertising. With the assistance of the brand image of Starbucks, commercial advertising is able to play a greater role by reinforcing Starbucks' message about the passion and integrity of coffee products, Starbucks' experience and their employees' enthusiasm.

Questions for group discussion

- 1) What inspirations can you get from the success of Starbucks?

- 2) Compared to other classical brands, what is the competitive edge of Starbucks?

- 3) If you were one of the Starbucks marketing team members, what would you do to maintain the image of Starbucks as the company continues to grow?

3 Case Summary 案例总结

星巴克的成功应当归功于它在咖啡业的几项创新举措，正是这些举措使得星巴克能够门店遍布世界发达地区的各个角落。星巴克的成功可以大致归功于五个方面。首先，星巴克有能力设计战略途径来证明“体验式”商业模式的可行性并得益于重要的目标人群。其次，通过实施高级的健康福利计划来吸引优质的人才，并能降低成本，给予所有员工公平的权益。此外，他们与保护国际的战略联盟让星巴克获得了能提供优质咖啡的稳定供应链。第四点是一种休闲的社交环境的诞生。第五点，他们能够适应消费者人口结构的变动。

“顾客经验”和“忠诚度”是星巴克不败的秘方。星巴克采用了一种卓尔不群的传播策略——口碑营销，以消费者口头传播的方式来推动目标顾客群的增长。对星巴克而言，口碑就是最好的广告。星巴克能够招揽如此多的白领人群至关重要的一个卖点，就是公司的“第三空间”创意。在今天这个相互连接的世界里，发展社会意识是很重要的。星巴克深知确保供应商的健康是公司扩大公益事业这项重要内容的一部分。当顾客路过店面时，星巴克向公众传达的大部分内容是一种社会责任感。当人们完成一天的工作，喝一杯来自苏门答腊、肯尼亚或者是哥斯达黎加的咖啡时，星巴克试着给顾客提供一种“第三空间”的感觉。这个空间没有城市中的噪音和敌对感。更重要的是，这里提供了一个体验休闲社交的互动空间。

Part V Expanding Input 拓展阅读

1 Reading 阅读

Business Mistakes — 10 Common Marketing Mistakes

Haphazard Marketing

Having no clear long-term strategy is the first step towards failure. Advertising every now and then along with portraying mixed messages is what far too many companies do.

Customers rarely take action the first time they hear something being advertised, so have a clear advertising strategy and make it consistent.

Only Advertising When You Need Customers

This is one of the biggest mistakes that start-up and small businesses make. Advertising should be an ongoing activity, especially given that there's a lag between

advertising and potential customers taking action. If anything, boom periods should be reflected with high levels of advertising — that way you can capitalize on good times.

Copying the Competition

Don't think that your competitors know what they're doing just because they're advertising in a publication or magazine. Don't be a follower — usually the chances are that advertising elsewhere will be more effective.

There are exceptions to this. If one of your competitors is receiving a lot of press coverage, you may want to assess things and improve your PR activities.

Similarly, if your competitor has a

much higher pay per click ad position you may want to take aspects of what they are doing and use it for your pay per click advertising. In essence, pick and choose carefully what you copy from competitors.

Not Tracking Results

Not tracking the effectiveness of your advertising is criminal — you're almost throwing away money. You should be able to reliably track every single sale or new member.

You can use online tracking tools to track online advertising, have a simple “where did you hear about us” question on the membership registration page, include different voucher codes depending on the advertising medium, or even track the effectiveness of advertising through using different phone numbers.

Trying to Save Where It Counts

Don't try to save money where it shows. A basic website says that you're a new business strapped for cash. Black and white flyers say “don't take us seriously”. When it comes to what your customers see, whether that's your product, website or marketing material, you should spend what it takes to get everything looking right.

Viewing the Prices, then Selecting the Advertising Space

It happens all the time. Businesses approach a publication to enquire about the cost of advertising. “Far too expensive” is the conclusion. So what do they do? They go and advertise in a cheaper publication that their target audience doesn't even read.

Remember what the former president of the United States once said — “Never buy what you don't need because it's cheap.”

This also applies to untargeted advertising space.

Running an Ad Once

How often have you heard a company director say “we ran an ad in that edition once. It did nothing. I'm definitely not doing that again”. It may not have worked because it was the wrong place to advertise, but a lot of the time companies never gave it a chance.

In business-to-business marketing, an ad must be run 3 to 7 times before it has any effect. If you don't ever repeat your advertising, you'll always struggle to get a decent response.

Forgetting Your Unique Sales Proposition (USP)

Small businesses in particular are prone to changing their advertising message all the time. They run one ad, fail to get the response they hoped for, and then change the image and message of their advertising the next time around. The result is that there's no consistency and along the way their USP is lost.

Carefully select one message at the beginning and systematically repeat this message again and again.

Not Following Things Through

Small business owners tend to have so many things that they'd like to do and try but too little time. As a consequence, too many marketing ideas are never seen through — company newsletters and blogs being two of the main ones to be ditched because they take a long time to show results. Don't waste time and money starting something that you can't follow through.