

Ninth Edition

MARKETING MANAGEMENT

Analysis, Planning, Implementation, and Control

营销管理

分析、计划、执行与控制

(第九版)

Philip Kotler

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为适应我国社会主义市场经济的建设和发展,为满足国内广大读者了解、学习、借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与 PRENTICE HALL 国际出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选图书均是国外再版多次的书籍。在选书过程中,清华大学经济管理学院陈章武教授、宋逢明教授、张金水教授以及宋学宝博士做了大量工作,在此表示感谢。

由于原作者所处国家的经济、政治及文化背景等与我国不同,希望读者在阅读过程中注意分析和鉴别。

我们希望这套影印书的出版对促进我国经济科学的发展会有所帮助,对我国经济管理专业的教学会有所促进。

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PREFACE

Toward the end of a century, let alone a millenium, people often feel a growing uneasiness about the future. Recent books such as *The End of Affluence*¹ and the *The End of Work*² foster a gloom about future incomes and job opportunities. Certainly many countries today suffer from chronic high unemployment, a persistent deficit, and deteriorating purchasing power. How justified is this pessimism?

Clearly, national economies are undergoing rapid and often wrenching transformations. Two forces underlie the dramatic changes. One is *globalization*, the explosive growth of global trade and international competition. No country today can remain isolated from the world economy. If it closes its markets to foreign competition, its citizens will pay much more for lower-quality goods. But if it opens its markets, it will face severe competition and many of its local businesses will suffer.

The other force is *technological change*. This decade has witnessed remarkable advances in the availability of information and the speed of communication; in new materials; in biogenetic advances and drugs; in electronic marvels. Anyone familiar with U.S. stores and catalogs will testify to the endless outpouring of new products. Some historians make the case that most historical change is technology-driven.

The paradox is that globalization and technological advances open up many new opportunities even as they threaten the status quo. Globalization has made it possible for Volvo to sell its automobiles to safety-conscious car buyers around the world, for McDonald's to cater to universal teen-age appetites, and for Boeing to source components for its 747s from producers in at least a dozen nations. Technology has created multibillion-dollar new companies such as Microsoft, Dell Computer, Sun Microsystems, and many others.

Yes, old businesses die and new ones appear. Companies operate in a Darwinian marketplace where the principles of natural selection lead to "survival of the fittest." Marketplace success goes to those companies best matched to the current environmental imperatives—those who can deliver what people are ready to buy. Individuals, businesses, cities, and even whole countries must discover how they can produce *marketable value*—namely, goods and services that others are willing to purchase.

Today's markets are changing at an incredible pace. In addition to globalization and technological change, we are witnessing a power shift from manufacturers to giant retailers, a rapid growth and acceptance of store brands, new retail forms, growing consumer price and value sensitivity, a diminishing role for mass marketing and advertising, and a disconcerting erosion of brand loyalty. These changes are throwing companies into a state

¹ Jeffrey G. Madrick, *The End of Affluence: The Causes and Consequences of America's Economic Dilemma* (New York: Random House, 1995).

² Jeremy Rivkin, *The End of Work: The Decline of the Global Labor Force and the Dawn of the Post-Market Era* (New York: G. P. Putnam's Sons, 1995).

of confusion regarding strategy. To protect their profits, companies have primarily responded by cutting their costs, reengineering their processes, and downsizing their work forces. Yet even companies that succeed in cutting their costs may fail to increase their revenue if they lack marketing vision and marketing know-how.

Unfortunately, the general public, and even many senior managers, do not understand marketing. The general public sees marketing as the vigorous and sometimes intrusive use (or abuse) of advertising and selling: "Oh, no, another commercial." Marketing, they think, attempts to make unwilling buyers purchase unwanted goods. Of course, companies often have to move surplus goods and can do so by cutting prices and resorting to hard-sell techniques. But this is a far cry from what marketing is and what marketing does.

Many managers think of marketing as a department consisting of several types of career people: marketing planners, marketing researchers, advertising and sales-promotion specialists, customer service personnel, new-product managers, product and brand managers, market-segment managers, and of course salespeople. Their collective job is to analyze the market, discern opportunities, formulate marketing strategies, develop specific tactics and actions, propose a budget, and establish a set of controls. But this view doesn't go far enough. Marketing is also responsible for driving the rest of the company to be customer-oriented and market-driven. Customers are scarce; without them, the company ceases to exist. Plans must be laid to acquire and keep customers. And because so many factors affect customer satisfaction, many of which lie outside the scope of the marketing department—such as delivery reliability, invoice clarity, and telephone manners—marketing must work hard to ensure that the rest of the company delivers on customers' expectations, and its own promises, consistently.

Marketing, however, is much more than a company "selling" department. Marketing is an orderly and insightful process for thinking about and planning for markets. The process starts with researching the marketplace to understand its dynamics. The marketer uses research to identify opportunities—that is, to find individuals or groups of people with unmet needs or a latent interest in some product or service. The marketing process involves segmenting the market and choosing those target markets that the company can satisfy in a superior way. The company must formulate a broad strategy and define a specific marketing mix and action plan to optimize its long-run performance. The company builds in a set of controls so that it can evaluate results and operate as a learning organization, constantly improving its marketing know-how.

The marketing process is applicable to more than just goods and services. Anything can be marketed, including ideas, events, organizations, places, and personalities. However, it is important to emphasize that marketing doesn't start so much with a product or offering, but with a search for opportunities in the marketplace.

TRENDS

Marketing is not like Euclidean geometry, a fixed system of concepts and axioms. Rather, marketing is one of the most dynamic fields within the management arena. The marketplace continually throws out fresh challenges, and companies must respond. Therefore it is not surprising that new marketing ideas keep surfacing to meet the new marketplace challenges.

Here are several emphases in current marketing thinking:

1. A growing emphasis on quality, value, and customer satisfaction. Different buying motivations (convenience, status, style, features, service, etc.) play a strong role at

different times and places. Today's customers are placing greater weight on quality and value in making their purchase decisions. Some remarkable companies are managing to increase their quality greatly while bringing down their costs. Their guiding principle is to continuously offer more for less.

2. **A growing emphasis on relationship building and customer retention.** Much marketing theory in the past has focused on how to "make a sale." But what good is it to make a sale and not know much about the customer and whether he or she will ever buy again? Today's marketers are focusing on creating lifelong customers. The shift is from transaction thinking to relationship building. Companies are now building customer databases containing customer demographics, lifestyles, levels of responsiveness to different marketing stimuli, past transactions—and orchestrating their offerings to produce pleased or delighted customers who will remain loyal to the company.
3. **A growing emphasis on managing business processes and integrating business functions.** Today's companies are shifting their thinking from managing a set of semi-independent departments, each with its own logic, to managing a set of fundamental business processes, all of which impact customer service and satisfaction. Companies are assigning cross-disciplinary personnel to manage each process. Marketing personnel are increasingly working on cross-disciplinary teams rather than only in the marketing department. This is a positive development that broadens marketers' perspectives on the business and gives them the greater opportunity to broaden the perspective of workers from other departments.
4. **A growing emphasis on global thinking and local market planning.** Companies are increasingly pursuing markets beyond their borders. As they enter these markets, they must drop their traditional assumptions about market behavior and adapt their offerings to other countries' cultural prerequisites. They must place decision-making power in the hands of their local representatives, who are much more aware of the local economic, political, legal, and social realities facing the firm. Companies must think globally, but plan and act locally.
5. **A growing emphasis on building strategic alliances and networks.** As companies globalize, they realize that no matter how large they are, they lack the total resources and requisites for success. Viewing the complete supply chain for producing value, they recognize the necessity of partnering with other organizations. Companies such as Ford, McDonald's, and Levi Strauss owe their success to having built a set of global partners who supply different requirements for success. Senior management is spending an increasing amount of time designing strategic alliances and networks that create a competitive advantage for the partnering firms.
6. **A growing emphasis on direct and online marketing.** The information and communication revolution promises to change the nature of buying and selling. People anywhere in the world can access the Internet and companies' home pages to scan offers and order goods. Via online services, they can give and get advice on products and services by chatting with other users, determine the best values, place orders, and get next-day delivery. As a result of advances in database technology, companies can do more direct marketing and rely less on wholesale and retail intermediaries. Beyond this, much company buying is now done automatically through electronic data interchange links among companies. All these trends portend greater buying and selling efficiency.
7. **A growing emphasis on services marketing.** The U.S. population today consists of only 2.5% farmers and about 15% factory workers. Most people are doing service work: field salespeople, retailers, craftspeople, and knowledge workers such as physi-