



下海第二步

如何迎接新市场挑战

MARKETING MASTERS

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下海第二步

——如何迎接市场挑战

中国青年出版社

(京)新登字 083 号

图字：01—1995—379 号

图书在版编目 (CIP) 数据

下海第二步：如何迎接市场挑战/ (美) 沃尔登, (美) 劳勒
著; 夏赛花译. —北京: 中国青年出版社, 1997.9

ISBN 7-5006-2435-2

I. 下… II. ①沃… ②劳… ③夏… III. ①企业管理-经验
②市场营销学 IV. F27

中国版本图书馆 CIP 数据核字 (96) 第 25380 号

~~Marketing Masters~~

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Chinese translation copyright ©1994 by China Youth Publishing House

Published by arrangement with Harper Collins Publishers, Inc. USA

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中国青年出版社出版 发行

社址：北京东四 12 条 21 号 邮政编码：100708

小红门印刷厂印刷 新华书店经销

850×1168 毫米 1/32 8.25 印张 9 插页 176 千字

1997 年 9 月北京第 1 版 1997 年 9 月北京第 1 次印刷

印数 1—4, 000 册 定价 12.50 元

· 前言 ·

定义“最好”

任何愚者都能绘画，然而有志者才能卖画。

——塞缪尔·巴特勒（1835—1902）

本书介绍了 30 多家公司，从有名的大公司，如罗博美、麦当劳，到一般的普通公司均有介绍。如果这些公司确实属美国“最好”的公司，那么什么称为最好？是公司的规模，还是其销售额呢？或是盈利增长，发展稳定，股票上升、合作标准、生产效益、经济势力、管理人才还是行业地位？“最好”本性就是不满足客观现实。从本质上说，“最好”就是旁观者眼中的最好。但是在《下海第二步——如何迎接市场挑战》一书中，我和劳勒在我们广泛探讨营销问题时，遵循的是一些特别的原则。

在我早些时候的作品《美国涨势最佳的 100 支股票》中，我将“最好”定义为股票上升、收入增长，红利增加、长期连续发展的综合。各公司近 10 年的经济成果经严格审核之后，按事先确定的分级公式将它们按顺序从 1 至 100 排列出来。“最好”有一个明确的目的，著名的上市公司为投资者挣最多钱的秘诀来自何处？在本书中，我们尽力为更加广泛的目标服务，当然其中有章节介绍了《100 支最佳股票》中的大公司。罗博美、麦当劳、医疗电子、泰森食品、纽厄尔、P. B.、斯坦霍姆、ADP、

沃尔格林等公司的营销策略在书中得到了详尽的描述。还有许多其他公司的营销特征在此也得到了展示。但是 we 想进一步定义“最好”的含义，最好的行列应包括各类较小规模的公司，因为这些小公司是美国商业发展的希望所在，还应有充满活力，正在发展的一般公司的参与。

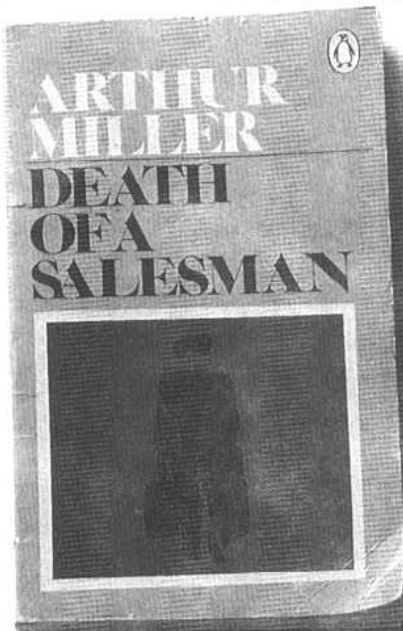
我们选择公司以它的发展的不同阶段和所处行业不同来确定。显然，那些拥有热门股票、早已确认为市场高手的大公司在书中占有一定篇幅。但是，我们同样展示了一批新发展起来的私营和国营公司的营销策略，它们在面对激烈的市场竞争中找到了自己恰当的位置，正朝主角方向努力或者正在努力使自己的产品多样化。书中还有章节探讨市场疲软时的不败者东山再起的经验。

我们选择的主要目的在于向更广泛的读者展示更广泛的营销观点。广泛的读者可以是家庭办公的创业者，也可以是小公司的营销主管，还可以是《幸福》500家的执行总裁。综合描述各公司的特色，选择的原则如下：即使再小的公司，也能从拥有最畅销股票大公司的营销教训中吸取精华；在一些较小公司中，也有颇具创造力的市场成功者；失败的教训与成功的经验同等重要；有效的营销策略是任何大小公司成功的根本。如罗伯特·路易斯·史蒂文所说：“每一个人都在靠销售什么维持生计。”

简而言之，本书中我们选择公司的标准在于，它们应该是依靠质量、革新及出色的营销策略将自己发展成为本行业的佼佼者。比如，世界著名皮鞋制造商艾伦·爱德曼；泰森食品公司售出的鸡类食品世界任何一家食品公司都望尘莫及；西南航空公司，美国唯一一家连续多年保持盈利的航空公司；可视电

话生产大户图电公司；国内贸易展示会的主要筹备商莫特菲斯公司；世界心脏起搏器头号制造商；还有其他 30 多家大小公司的诱人经历，让我们在市场营销活动中，共享各家公司面临的挑战、创业的成功。

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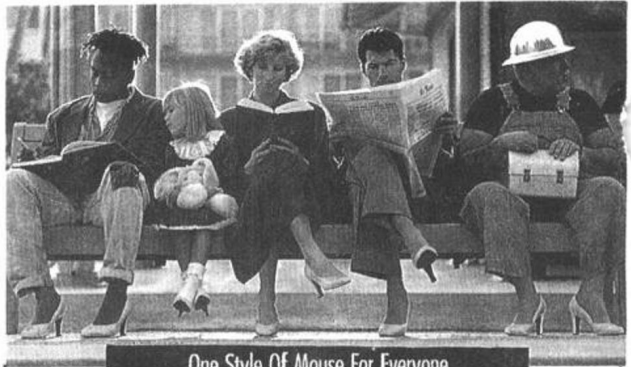
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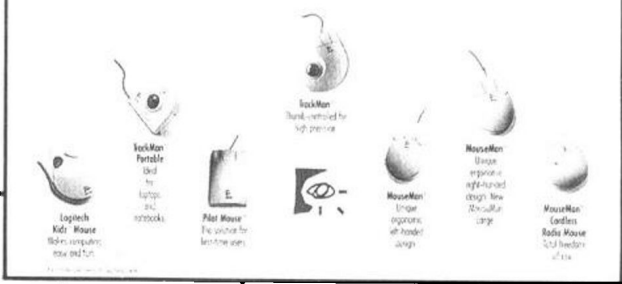
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Secrets

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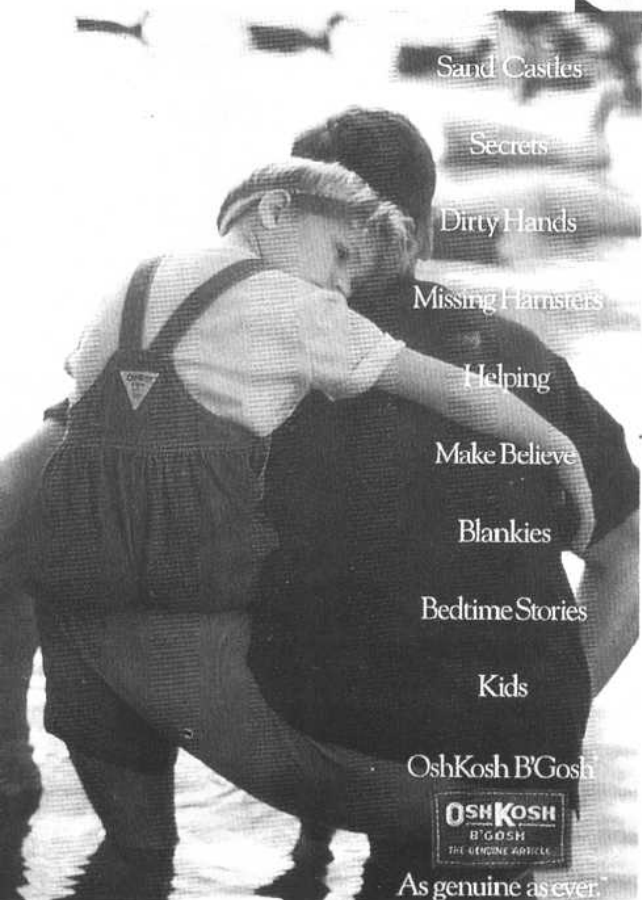
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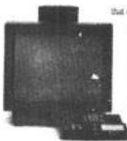
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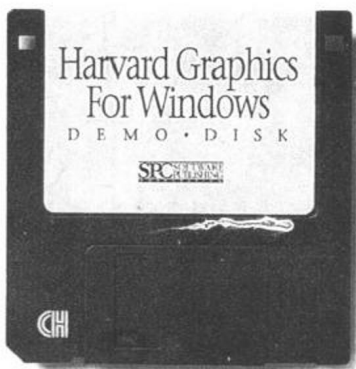


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Photo courtesy of Nalco employee Cheryl Wisniewski

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