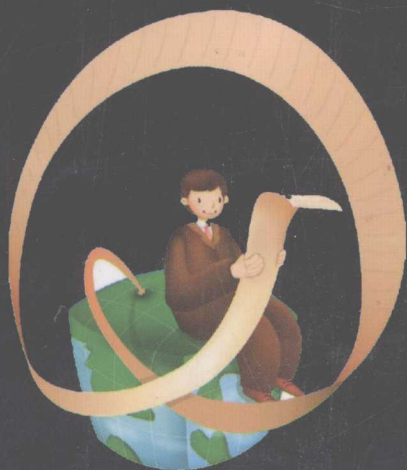


English

● 丛书主编：王欣

商务英语系列读物： 营销文化

The Essence of Reading for Commerce
on the Culture of Marketing



天津大学出版社
TIANJIN UNIVERSITY PRESS

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on the Culture of Marketing

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— 营 销 文 化 —

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天津大学出版社

TIANJIN UNIVERSITY PRESS

图书在版编目(CIP)数据

营销文化: 英文/刘燕主编. —天津: 天津大学出版社,
2009. 5

(商务英语系列读物)

ISBN 978-7-5618-3018-5

I. 营… II. 刘… III. ①英语—语言读物②市场营销学:
文化学 IV. H319. 4: F

中国版本图书馆CIP数据核字(2009)第063187号

出版发行	天津大学出版社
出版人	杨欢
地址	天津市卫津路92号天津大学内(邮编:300072)
电话	发行部:022-27403647 邮购部:022-27402742
印刷	昌黎太阳红彩色印刷有限责任公司
经销	全国各地新华书店
开本	185 mm × 260 mm
印张	16
字数	500千
版次	2009年5月第1版
印次	2009年5月第1次
印数	1-3 000
定价	28.00元

凡购本书如有缺页、倒页、脱页等质量问题, 烦请向我社发行部门联系调换

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前言

PREFACE

腾跃龙门的秘籍

(一) 原始高潮的体验

神的灵运行于水上。

神说：要有光。便有了光。

于是，光芒所至，点亮了今日熟知的世界，一片生机勃勃，一派五色杂陈。然而这花团锦簇之中，却鱼龙混杂，泥沙俱下。真理隐没于万象，阡陌荒芜于四野，宛如明珠投暗，白玉蒙尘；不经去粗取精的挑拣，不经去伪存真的争鸣，世界依然是没有规律的混沌，缺乏雕琢的毛坯。

创世的传说，开拓的梦想，在世界各民族的文化传统中都闪烁着亘古不灭的光辉。将看似冲动的行为规范化，将瞬间闪现的灵光规律化，生活由此被分门别类，用精准的刻度使之成为可掌控和量化的对象。

几千年来，从以物易物的交易形式发展到多种多样贸易手段呈现在国际商业市场，有关商业的理论便层出不穷，纷至沓来。简而言之，商业是公司或者个人通过向社会提供商品和服务，以最小的成本获得最大收益的行为。然而为了获得此间真谛，一代代的商业巨子试图探究真理的愿望，不曾因时空的更迭而减弱，却随着梦想的递进，越发闪烁着那一缕原始创造的光芒。

一切别人咀嚼过的信息，一切辗转演化来的道理，都无法百分之百地重现那种原始的冲动，那种纯粹的真理。钻研商业领域的理论，唯有追根溯源，才能还其纯洁于原汁原味的理念，过滤转化过程中夹带的人为的杂质。这也正是本书撷取外国商业案例，从而吸收可为我所用的先进理论的目的。

(二) 语言学习的真谛

巴别塔倒下了。

尘埃落定，一双双渴望交流的眼睛，却只能在彼此不知所云的呐喊声中，无助地摸索着熟悉的只言片语。那种身处闹市而无人知的孤独感，几乎是人类梦魇中最可怕的情形之一。

言语不通，文化差异，往往成为国与国之间、民族与民族之间交往的第一难题。因之，象胥之职成为智者的象征，异族语言成为交流的最初内容。

思想的火花，在共同的平台上碰撞出来；发展的蓝图，在共享的资源中绘制成形。不同语言是各种杰出文化的载体，如同纵横捭阖的沟渠，将各大洋、各水系彼此贯通，水乳交融。语言间的融通，宛如铆钉般将分散的世界连接在一起，人类文化得以形成地理意义之外的另一个球体——内核的生命之火燃烧着，球面的生命之歌回荡着。

直接接触彼此的心灵，直接抚摸彼此的灵魂，不要有什么隔阂，不需要额外的媒介，真知灼见就这样才能显露其中。

很遗憾，语言学习虽然强调语境，却未必能营造出原汁原味的异域风光，他国情境。可以说，语言的差异几乎造成与之相关的任何学科都在这个问题前无可奈何。知识在异族语言间的损失，几乎是不可挽回的——尝闻，“夏虫不可以语冰”（语出《庄子·秋水》），此之谓也。

最大限度地消除这种语言差异带来的知识损耗，正是本书编者们追求的目标。将最优美精准的原文和译文呈现给商业大潮中的佼佼者，是推介者义不容辞的责任。凭着这份责任和执著，每一位读者势必都能体会到“学习原文”——这个语言学习的真谛。

（三）充分必要的创新

商业和人类历史共同发展，已经在一条轨道上精准地运行了数千年。现今社会，人人都想在秉承旧章的基础上，新翻杨柳枝，创造美丽新世界。而达到这个目的的充分必要条件，就是要掌握足够的信息，掀起头脑风暴。为了向广大读者推介通过阅读原文和衍生知识来学习商业前沿知识和信息的目的，本书编者从浩如烟海的外刊中精选各种典型商业案例。每一个案例后，均设置了单词与词组解释、背景介绍、知识点详解、案例汉译等内容，不求滴水不漏，面面俱到，但求一语中的，醍醐灌顶。

不论是商海拼搏的经理人，还是勤奋上进的商界精英，不论是曾经沧海的业界专家，还是涉世未深的专业学子，本书都是触碰潮头、启发思考、助推成功的良好读物。

通过阅读原文和译文，辅之以词汇解释，可以将英语世界先进的营销和管理理论介绍到国内；通过阅读背景介绍和知识点详解，可以触类旁通、举一反三，不仅可以掌握案例相关信息，而且可以从点到面地了解到行业其他必需知识。

在当今这样的“多任务时代”，能用有限的时间获取最多的知识，从而激发灵感，创立伟业，不也正是与前文提到的商业“最低成本赚取最高利润”的出发点响应么？

本书编纂过程中铺陈范围很广，因精力和水平所限，其中错讹之处请读者诸君不吝赐教。

编者

2009年5月

目录

CONTENTS

第一章 美食营销文化：引发食客的味蕾

- CASE 1: Two global drinks brands are trying to revitalise themselves (3)
- CASE 2: France's answer to Wal-Mart faces some of the same difficulties (13)
- CASE 3: Wal-Mart tiptoes into India with the launch of a wholesale operation (24)
- CASE 4: Kraft has bid for Danone's biscuit unit. That's the way the cookie consolidates (35)
- CASE 5: That's Andrew and Peggy Cherng, owners of the wildly successful Panda Express fast-food chain (45)
- CASE 6: How a Frenchman is reviving McDonald's in Europe (50)
- CASE 7: Coca-Cola strikes it rich in Asia with a new drink (60)

第二章 汽车营销文化：沸腾速度的激情

- CASE 1: The car may be German, but its innards are nearly all from eastern Europe (71)
- CASE 2: Though struggling at home, General Motors is doing well in China (76)
- CASE 3: The prospects for the world's biggest carmaker have dramatically improved (83)
- CASE 4: The turbulent aircraft-maker tries to slow its descent (91)
- CASE 5: The South Korean carmaker, once the butt of jokes, is doing well in America (100)
- CASE 6: MINI's new webisodic marketing campaign is a dud (107)

第三章 电子营销文化：装点另类的娱乐

- CASE 1: Feeling unusually threatened, the software giant does an unusual deal (123)
- CASE 2: An end to that blue screen of death? (128)
- CASE 3: Staying Number One (132)

目录

CONTENTS

CASE 4: With common customers and enemies, two internet firms form an alliance	(139)
--	-------

第四章 网络营销文化：激发沟通的欲望

CASE 1: Carl Icahn takes an interest in struggling Motorola	(151)
CASE 2: Jeffrey Immelt opts for plastic surgery	(155)
CASE 3: Electronic arts: looking forward to the next level	(164)
CASE 4: Drop the Computer	(174)
CASE 5: Marketing the iPhone: where would Jesus queue?	(185)

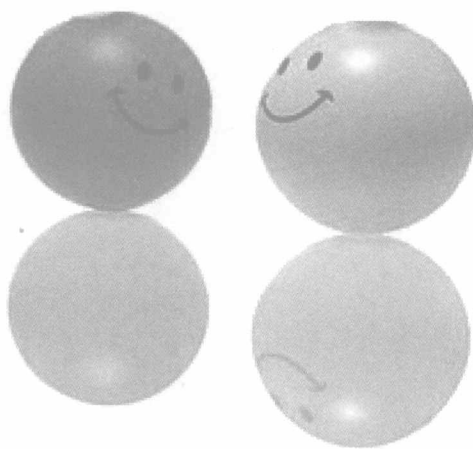
第五章 生活营销文化：生存发展的本能

CASE 1: Piecing things together: what companies can learn from playing with Lego?	(201)
CASE 2: Would you like fries with that? —The power of up-selling and cross-selling	(208)
CASE 3: Buzz marketing	(220)
CASE 4: Will she, won't she?	(230)
CASE 5: Harry Potter, marketing magician	(244)

第一章

美食营销文化：

引发食客的味蕾



CASE 1:

Two global drinks brands are trying to revitalise themselves

Pepsi and Starbucks share a problem. The second-biggest maker of cola and the world's largest chain of coffee shops are both worried about how customers perceive their brands. Pepsi has always been about "experience", says Ron Coughlin, a Pepsi marketing executive. The trouble is that consumers are increasingly experiencing healthier soft drinks and bottled water, rather than sugary cola. Starbucks, meanwhile, may have expanded too quickly, which is why Howard Schultz, its chairman, worries that the "Starbucks experience" is under threat.

In an internal memo sent to senior Starbucks executives on February 14th, which was leaked onto the internet, Mr. Schultz says that the expansion from 1,000 to more than 13,000 shops over the past ten years has led to a watering down of the Starbucks experience and to "what some might call the commoditization of the brand". One result, says Mr. Schultz, is that some people find its stores "sterile, cookie-cutter, no longer reflecting the passion our partners feel about coffee".

In his memo Mr. Schultz suggests that the company needs to go back to its roots. From its beginnings in the 1970s Starbucks set out to be a "third place" to spend time, in addition to home and work. The smell of fresh coffee beans is supposed to waft through brightly lit cafés fitted with tables and comfortable chairs. Electrical plugs let customers recharge their portable music-players or laptop computers. Most Starbucks in America, and in some other countries, provide wireless internet access.

But during its expansion Starbucks installed automatic espresso machines, rather than hand-pulled ones, added drive-through windows for motorists and started to sell hot food, mugs and even CDs. As McDonald's, Dunkin' Donuts and other fast-food chains moved upmarket, Starbucks looked less distinctive. *Consumer Reports*, an American magazine that publishes reviews of consumer products, recently rated McDonald's coffee more highly than that sold at Starbucks.

Mr. Schultz's desire to return to Starbucks' roots would appear to be at odds with the company's stated goal of growing to 40,000 outlets worldwide. Some analysts think Starbucks' brand is already overstretched. "Our research suggests that customers are defecting," says Mr. Passikoff. This year Starbucks lost first place in Brand Key's annual study of consumer loyalty in the coffee-and-doughnuts category to Dunkin' Donuts.

Pepsi's problem is that it is a big brand in a shrinking market. Sales of carbonated soft drinks declined from 10.24 billion cases in 2004 to 10.18 billion cases in 2005, according to Beverage Marketing, a research firm. (A case is defined as 192 American fluid ounces, or 5.68 litres.) The main reason for the decline is growing concern about obesity.

Last month Pepsi launched a global restyling of its Pepsi cans, with a series of 35 new designs with themes such as music, sport or fashion. The globe logo and the lettering on the cans will remain the same, but a new theme will make its debut every few weeks. Each one has its own website with video clips and other enticements to engage consumers. The aim is to represent the "fun, optimistic and youthful" spirit of Pepsi, says the firm. "It's a facelift, but I am not sure whether it will make much difference to margins," says Robert van Brugge, a beverage analyst at Sanford Bernstein. Mr. Passikoff says changing the packaging is a tired brand's last refuge.

During its 109-year history Pepsi has undergone many rebrandings, of course, but none on this scale. By next year the current red, white and blue Pepsi can will have disappeared from the shelves. The company instead promises a "sustained discovery" for people of all ages and — not surprisingly — a new "experience".

— From *The Economist* (Mar. 1st, 2007)

I. Key Words and Expressions

brand

n. 品牌

commoditization

n. 商业化进程

cookie-cutter

n. 糕点切割模具

coffee bean

咖啡豆

electrical plug

电器插座

portable

adj. 便携式的

laptop computer

笔记本电脑

wireless internet

无线上网

automatic espresso machine

自动蒸汽咖啡机

fast-food chains	快餐连锁店
Consumer Reports	《消费者报告》
shrinking market	日渐萎缩的市场
obesity	n. 肥胖
logo	n. 标志
website	n. 网站
facelift	n. 形象工程

II. Background Information

1. PepsiCo, Incorporated 百事公司

1) Introduction

PepsiCo, Incorporated (Short for Pepsi Company) is a large conglomerate with interests in manufacturing, marketing and selling a wide variety of carbonated and non-carbonated beverages, as well as salty, sweet and grain-based snacks, and other foods. Besides the Pepsi-Cola brands (including Mountain Dew), the company owns the brands Quaker Oats, Gatorade, Frito Lay, SoBe, Naked, and Tropicana.

Indra Nooyi, chief executive of PepsiCo since 2006, has focused on maintaining the company's leadership in the snack food industry by being on the forefront of marketing healthier snacks and striving for a net-zero impact on the environment. This focus on healthier foods and lifestyles is part of Nooyi's "Performance with Purpose" philosophy.

2) History

Headquartered in Purchase, New York, with Research and Development Headquarters in Valhalla, NY, the Pepsi Cola Company began in 1898, but it only became known as PepsiCo when it merged with Frito Lay in 1965. Until 1997, it also owned KFC, Pizza Hut, and Taco Bell, but these fast-food restaurants were spun off into Tricon Global Restaurants, now Yum! Brands, Inc. PepsiCo purchased Tropicana in 1998, and Quaker Oats in 2001.

2. Pepsi-Cola 百事可乐

1) Introduction

Pepsi-Cola is a carbonated beverage that is produced and manufactured by PepsiCo. It is sold in stores, restaurants and from vending machines. The drink was first made in the 1890s by pharmacist Caleb Bradham in New Bern, North Carolina. The brand was trademarked on June 16, 1903. There have been many Pepsi variants produced over the years since 1903, including Diet Pepsi, Crystal Pepsi, Pepsi Twist, Pepsi Max, Pepsi Samba, Pepsi Blue, Pepsi Gold, Pepsi

Holiday Spice, Pepsi Jazz, Pepsi X (available in Finland and Brazil), Pepsi Next (available in Japan and South Korea), Pepsi Raw, Pepsi Retro in Mexico, Pepsi One, and Pepsi Ice Cucum-ber in Japan.

2) Origin

Pepsi was first made in New Bern, North Carolina, in the United States in the early 1890s by pharmacist Caleb Bradham. In 1898, "Brad's drink" was changed to "Pepsi-Cola" and later trademarked on June 16, 1903. There are several theories on the origin of the word "pepsi". The only two discussed within the current PepsiCo website are the following:

- i. Caleb Bradham bought the name "Pep Kola" from a local competitor and changed it to Pepsi-Cola.
- ii. "Pepsi-Cola" is an anagram for "Episcopal" — a large church across the street from Bradham's drugstore. There is a plaque at the site of the original drugstore document-ing this, though PepsiCo has denied this theory.

The word Pepsi comes from the Greek word "pepsi", which is a medical term, describing the food dissolving process within one's stomach. It is also a medical term that describes a problem with one's stomach to dissolve foods properly.

Another theory regarding the name's origins is that Caleb Bradham and his customers simply thought the name sounded good and reflected the fact that the drink had some kind of "pep" in it because it was a carbonated drink. It was made of carbonated water, sugar, vanilla, rare oils, and kola nuts. Whether the original recipe included the enzyme pepsin is disputed.

In 1903, Bradham moved the bottling of Pepsi-Cola from his drugstore into a rented warehouse. That year, Bradham sold 7,968 gallons of syrup. The next year, Pepsi was sold in six-ounce bottles, and sales increased to 19,848 gallons. In 1924, Pepsi received its first logo redesign since the original design of 1905. In 1926, the logo was changed again. In 1929, automobile race pioneer Barney Oldfield endorsed Pepsi-Cola in newspaper ads as "A bully drink ... refreshing, invigorating, a fine bracer before a race".

In 1929, the Pepsi-Cola Company went bankrupt during the Great Depression — in large part due to financial losses incurred by speculating on wildly fluctuating sugar prices as a result of World War I. Assets were sold and Roy C. Megargel bought the Pepsi trademark. Eight years later, the company went bankrupt again. Pepsi's assets were then purchased by Charles Guth, the President of Loft Inc. Loft was a candy manufacturer with retail stores that contained soda fountains. He sought to replace Coca-Cola at his stores' fountains after Coke refused to give him a discount on syrup. Guth then had Loft's chemists reformulate the Pepsi-Cola syrup formula.

3) Rise in popularity

During the Great Depression, Pepsi gained popularity following the introduction in 1929

of a 12-ounce bottle. Initially priced at 10 cents, sales were slow, but when the price was slashed to five cents, sales increased substantially. With a radio advertising campaign featuring the jingle "Pepsi cola hits the spot / Twelve full ounces, that's a lot / Twice as much for a nickel, too/ Pepsi-Cola is the drink for you", Pepsi encouraged price-watching consumers to switch, obliquely referring to the Coca-Cola standard of six ounces a bottle for the price of five cents (a nickel), instead of the 12 ounces Pepsi sold at the same price. Coming at a time of economic crisis, the campaign succeeded in boosting Pepsi's status. In 1936 alone 500,000,000 bottles of Pepsi were consumed. From 1936 to 1938, Pepsi-Cola's profits doubled.

Pepsi's success under Guth came while the Loft Candy business was faltering. Since he had initially used Loft's finances and facilities to establish the new Pepsi success, the near-bankrupt Loft Company sued Guth for possession of the Pepsi-Cola company. A long legal battle, Guth v. Loft, then ensued, with the case reaching the Delaware Supreme Court and ultimately ending in a loss for Guth. Loft now owned Pepsi, and the two companies did a merger, then immediately spun off the Loft company.

In 1975, Pepsi introduced the Pepsi Challenge marketing campaign where PepsiCo set up a blind tasting between Pepsi-Cola and rival Coca-Cola. During these blind taste tests the majority of participants picked Pepsi as the better tasting of the two soft drinks. PepsiCo took great advantage of the campaign with television commercials reporting the test results to the public.

In 1996, PepsiCo launched the highly successful Pepsi Stuff marketing strategy. By 2002, the strategy was cited by *Promo Magazine* as one of 16 "Ageless Wonders" that "helped redefine promotion marketing".

In 2007, PepsiCo redesigned their cans for the fourteenth time, and for the first time, included more than thirty different backgrounds on each can, introducing a new background every three weeks.

3. Starbucks Corporation 星巴克公司

1) Introduction

Starbucks Corporation is an international coffee and coffeehouse chain based in Seattle, Washington. Starbucks is the largest coffeehouse company in the world, with 16,120 stores in 44 countries. Starbucks sells drip brewed coffee, espresso-based hot drinks, other hot and cold drinks, snacks, and items such as mugs and coffee beans. Through the Starbucks Entertainment division and Hear Music brand, the company also markets books, music, and film. Many of the company's products are seasonal or specific to the locality of the store. Starbucks-brand ice cream and coffee are also sold at grocery stores.

From Starbucks' founding in Seattle as a local coffee bean roaster and retailer, the com-

pany has expanded rapidly. In the 1990s, Starbucks was opening a new store every workday, a pace that continued into the 2000s. Domestic growth has since slowed, although the company continues to expand in foreign markets and is opening seven stores a day worldwide. The first location outside of the U.S. and Canada was established in 1990s, and they now constitute almost one third of Starbucks' stores. By late March 2008, Starbucks had more than 16,120 stores worldwide, including 11,000 stores located in the U.S. On July 1st, 2008, the company announced it was closing 600 under-performing company-owned stores and cutting U.S. expansion plans amid growing economic uncertainty. On July 29th, 2008, Starbucks also cut almost 1,000 non-retail jobs as part of its bid to re-energize the brand and boost its profit. Of the new cuts, 550 of the positions are layoffs and the rest are unfilled jobs. These closings and layoffs have effectively ended the period of prolific growth and expansion the company began in the mid-1990s.

2) History

The original Starbucks was opened in Pike Place Market in Seattle, Washington, in 1971 by three partners: English teacher Jerry Baldwin, history teacher Zev Siegel, and writer Gordon Bowker. The three were inspired by Alfred Peet, whom they knew personally, to open their first store in Pike Place Market to sell high-quality coffee beans and equipment. The original Starbucks location was at 2000 Western Avenue from 1971 to 1976. That store then moved to 1912 Pike Place; it is still open. During their first year of operation, they purchased green coffee beans from Peet's, then began buying directly from growers.

Entrepreneur Howard Schultz joined the company in 1983, and, after a trip to Milan, Italy, advised that the company sell coffee and Espresso drinks as well as beans. The owners rejected this idea, believing that getting into the beverage business would distract the company from its primary focus. To them, coffee was something to be prepared in the home. Certain that there was much money to be made selling drinks to on-the-go Americans, Schultz started the Il Giornale coffee bar chain in 1985.

In 1984, the original owners of Starbucks, led by Baldwin, took the opportunity to purchase Peet's (Baldwin still works there today). In 1987, they sold the Starbucks chain to Schultz's Il Giornale, which rebranded the Il Giornale outlets as Starbucks and quickly began to expand. Starbucks opened its first locations outside Seattle at Waterfront Station in Vancouver, British Columbia, and Chicago, Illinois, that same year. At the time of its initial public offering on the stock market in 1992, Starbucks had grown to 165 outlets.

Starbucks' chairman, Howard Schultz, has talked about making sure growth does not dilute the company's culture and the common goal of the company's leadership to act like a small company.

3) Starbucks store ownership

As of November 2007, Starbucks had 8,505 company-owned outlets worldwide: 6,793 of them in the United States and 1,712 in other countries and U.S. territories. In addition, the company has 6,506 joint-venture and licensed outlets: 3,891 of them in the United States and 2,615 in other countries and U.S. territories. These joint ventures most notably include Barnes & Noble bookstores, Target Corporation retail centers, and Safeway Inc. grocery stores. This brings the total locations (as of November 2007) to 15,011 worldwide. Starbucks can be found in many popular grocery chains in the U.S., Canada and the UK, as well as in many airports.

4) Chairman Howard Schultz

In January 2008, Chairman Howard Schultz resumed his roles as President and Chief Executive Officer after an eight year hiatus, and replaced Jim Donald, who took those posts in 2005 but decided to leave the company in late 2007. Schultz's principal challenge is to restore what he calls the "distinctive Starbucks experience" in the face of rapid expansion. Analysts believe that Schultz must determine how to contend with higher materials prices and enhanced competition from lower-price fast food chains, including McDonald's and Dunkin' Donuts. On January 31, 2008, Schultz announced that Starbucks would discontinue its warm breakfast sandwich products, originally scheduled to launch nationwide in 2008, in order to refocus the brand on all things coffee.

In March 2008, Schultz made several announcements to Starbucks shareholders. Schultz introduced Starbucks' "state of the art espresso system", the Thermoplan AG manufactured Mastrena, which will replace the Verismo 801. Starbucks also announced that the company hopes to enter the energy drink market and introduce a customer reward program. Pre-ground beans will also no longer be used, in order that the additional grinding of all whole bean coffee will "bring aroma, romance and theater" to American stores. The company also announced the recent acquisition of The Coffee Equipment Company, the manufacturer of the Clover Brewing System. They are currently test marketing this unique "fresh-pressed" coffee system at six Starbucks locations, three in Seattle, and three in Boston.

In May 2008, a rewards program was initiated for registered users of the Starbucks Card. Previously simply a gift card, the Starbucks Card has undergone a transition into a rewards card, similar to cards offered by other retail outlets. Perks and rewards offered to registered users are 2 hours of free Wi-Fi internet service per day, free refills of brewed coffee, a free tall beverage with the purchase of 1 lb. of whole bean coffee, as well as free milk (e.g. soy) and syrup drink modifiers. This is a new and aggressive approach by Starbucks to create and strengthen customer loyalty.

III. Knowledge Points

1. Commoditisation

A commodity is a product that is completely undifferentiated. If a product becomes less differentiated, so that buyers care less about who they buy from, this change is called commoditisation.

The key effect of commoditisation is that it reduces the pricing power of the producer: if products become more alike from a buyer's point of view they will tend to buy the cheapest.

2. Coffee bean

A coffee bean is the seed of the coffee plant (the pit inside the red or purple fruit). The fruits, coffee cherries or coffee berries, most commonly contain two stones with their flat sides together. Coffee beans consist mostly of endosperm that contains 0.8%—2.5% caffeine, which is one of the main reasons the plants are cultivated. Coffee beans are an important export product for some countries.

3. Laptop

A laptop computer, usually called a notebook computer by manufacturers, is a battery- or AC-powered personal computer generally smaller than a briefcase that can easily be transported and conveniently used in temporary spaces such as on airplanes, in libraries, temporary offices, and at meetings. A laptop typically weighs less than 5 pounds and is 3 inches or less in thickness. Among the best-known makers of laptop computers are IBM, Apple, Compaq, Dell, and Toshiba.

4. Marketing executive

Marketing executives are involved in aspects of marketing, including: planning; advertising; promotion; public/media relations; product development; distribution; sponsorship; and research. The role is often challenging, varied and exciting.

The responsibilities of the role will vary, depending on the size of the organisation and sector, and whether the focus is on selling a product/service or raising awareness of an issue that affects the public.

As many organisations have marketing departments, marketing executives can be found in both the private and public sectors: from the banking, retailing and media industries to voluntary and not-for-profit organisations.

Marketing executives may also be known as marketing assistants or coordinators.