

# M 英汉对照 Marketing

商务英语名品案例系列

## 国际市场营销高手 案例分析

刘昕蓉 董妍伽 主编

南开大学出版社

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# 国际市场营销高手案例分析

(英汉对照)

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|-----|-----|-----|-----|-----|--|
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## 前 言

市场营销是一种融合了人类历史各个发展阶段特点的商业行为，也是一种指导整体组织行为的理念，发展到今天，已经成为一门极具价值的完善的学科。

营销学的内容广泛，几乎涵盖了国计民生各个领域，古今中外，概莫能外。营销发展的历史，就是整个人类社会不断螺旋式上升的佐证。在这一由市场各方面共同参与的复杂过程中，记录了历代经典案例，亘古至今，匠心独具的奇思妙想，市场调查者独具的慧眼，消费者蒸腾的热情写就了一部营销史。将这个神话般美丽的世界呈现给我们的读者，一直是我们这班码字之人的夙愿。然而，如何用区区几十万字将营销的真谛浓缩其中，令读者在字里行间也能感受到我们写作时那种为五色世界而澎湃的激情，那种被智慧和热力充斥着头脑的激动，那种引发无限遐想的激荡，这一难度让我们不敢懈怠，益发兢兢业业地搜集资料、埋头苦干。

本书立足激情商海，撷取案例精华，以优美双语学习背景为手段，以现代营销学之父菲利普·科特勒的营销理论为基础，辅之以习题和注释，力求给予读者轻松领略营销真谛的学习快感。全球业界精英的往事新闻，无不为读者提供了活生生的案例，播洒启迪智慧的种子。本书特别适合那些对英语和营销学均有着浓厚兴趣的读者，整体体例也很适合教学。通读该书，读者会发现这个世界正在变小，而我们的视域却在变大。编者尽量在有限的篇幅里展现无限的营销领域，用历史的积淀和时代的特色来引领读者在现代营销实践异彩纷呈的故事中畅游。

本书共分为七大篇，26 小章。每章的内容为：首先，以英语原文营销案例为迎门主打，以期从现代营销最具代表的企业和个人经历中吸收养料，激荡脑力；其次，是单词及注解，将关键词从专业角度加以诠释，扫清阅读障碍；再次，为营销经典理论，很多观点来自现代营销学之父菲利普·科特勒的专著精华；最后是力求最大限度保留原文功能的案例汉译，令读者在纵横经典理论的

同时，为精彩译文拍案叫绝。

在本书的编写过程中，诸位同僚历经寒暑，不计辛苦，翻阅了大量文献资料，认真地翻译并解析了每一篇文章，对细节问题字斟句酌，反复修改，并加入大量的注释，为学习者提供了方便。即便如是，时间之紧迫、能力之鄙陋难免错讹，贻笑于大方之家。望读者不吝赐教，以利再版时修订。

编 者

2008年6月

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## **Part One Brand Building & Market Development**

### **第一篇 品牌建立与市场开拓**

#### **Chapter 1 The 10 Rules of Sam Walton (1)**

##### **I. Case Study:**

##### **Rule #1 Commit Yourself to Achieving Success and Always Be Passionate**

##### **Main Idea**

Sam Walton was absolutely committed to doing whatever it took to achieve his dreams. He often went to work at 4:00 AM so that he could review the previous day's sales reports and do some quality thinking before the rest of his executive team arrived and got into action. To achieve your dreams, you've got to be willing to put in an above-average effort.

##### **Supporting Ideas**

"What Sam Walton lacked in knowledge, skills and ability he was able to overcome with his never-say-die determination. His willpower and can-do attitude, coupled with his passion to succeed, made the difference early on during some pretty tough times. His belief in his dream, his work ethic, and his sheer passion made believers of the early associates (the Wal-Mart name for employees) who helped Sam Walton get his business off the ground. His enthusiasm for the discount retailing business was infectious, causing those around him to share a similar passion."

—Michael Bergdahl



### **A Bold Dreamer**

One of the more interesting and less publicized aspects of Wal-Mart's success lies in the fact that Sam Walton took people who had no real formal education or professional qualifications and personally taught them how to be highly successful and productive. These executives, who really had only average backgrounds, were then able to perform at consistently above-average levels of performance because of the leadership and personal guidance Mr. Walton provided.

Sam Walton absolutely loved to set bold goals and then enlist everyone in his organization to achieve those goals. He worked tirelessly at learning how to do things better. In his spare time, Sam Walton would enjoy the mental exercise of figuring out how to improve Wal-Mart's distribution network, reduce costs, improve associate relations or lower prices. Once he had the formula perfected, he then relied on his executive team to duplicate that success elsewhere and make things happen.

Sam Walton knew what he had to do to outperform the competition because he knew his own business inside and out. This meant that when he spoke or made suggestions, he had credibility. He was committed to moving his business a little further ahead each and every day and challenged everyone who worked alongside him to be the best. Gradually, this positive attitude enabled people to start accomplishing more than they ever thought would have been possible at the outset. Nothing in the world can replace a positive attitude when it comes to growing and operating a great business.

"It is not easy when you strive to be the best, but in the long run, it is worth it."

—Sam Walton

### **To Become a Savvy Entrepreneur**

- Have great goals—that truly motivate and inspire you, and then have a singularity of focus.
- Commit yourself—to doing whatever it takes to achieve your dreams.
- Strive tirelessly—do something every single day that moves you in the direction of your dreams.
- Stay the course—develop great ideas but then focus on bringing them to fruition.
- Learn from your mistake—look at every potential “problem” as an opportunity to move ahead in the right direction.

- Train your mind and your body—to become a peak performer. Lead from the front and “walk the talk.”

## **Rule # 2 Share Your Success with Those Who Have Helped You**

### **Main Idea**

Sam Walton always believed that individuals don't win, teams do. For that reason, he put a profit sharing program in place right from the start. This had the impact of transforming his employees into a high-performing team of loyal and motivated business partners. To exceed expectations, make it feasible for everyone to share in the riches of victory.

### **Supporting Ideas**

“Sam Walton believed that by sharing profits with all associates you are treating them the way you would treat a partner. Employees who are treated as partners begin to act like partners in their interactions with customers, suppliers and their own managers. Partners are empowered people, and thus associates begin to feel empowered and take their responsibilities more seriously and enthusiastically.”

—Michael Bergdahl

### **Profit Sharing for All**

The concept of profit sharing was actually quite novel when Sam Walton started doing it in 1970. In later years, however, Mr. Walton would identify this practice as being the single best thing the company had ever done.

Initially, Sam Walton thought he would provide profit sharing opportunities to his managers only. His wife Helen managed to convince him it would be better to offer profit sharing to all employees, even part-time employees. She suggested this would encourage everyone to think and act like an integral part of the business rather than being mere employees. Sam Walton saw the wisdom in this idea and started placing a set percentage of Wal-Mart's profits into a pool that was then disbursed to all company employees.

Profit sharing also requires that employees become educated about the company's business. This is highly beneficial because it helps employees understand what they can do better at work in order to enhance profitability. As employees gain a better understanding of the overall operation of the company, this increases both their job security and their loyalty because they feel personally empowered. This is a

genuine win-win situation for a company to be in.

Under the Wal-Mart profit sharing plan, the company contributes about 6 percent of each employee's wages into a personal profit-sharing plan account. When the employee leaves the company, he or she is entitled to take whatever is in their account either in Wal-Mart stock or in cash. In addition, employees can also earn an incentive or bonus as an additional percentage of their wage based on performance. Employees may also receive a holiday bonus which is based on their length of service with the company.

### **Reasons for Implementing Profit Sharing**

- There was no downside—if the company's goals are not met, profit sharing payment are not made.

- Employees learned to think like entrepreneurs—employees suddenly became quite entrepreneurial in their outlook when they received their first profit-sharing statement. It made people more willing to do what was required for the company to succeed.

- It created a cheerful work environment—everyone who worked for Wal-Mart felt like they were in a true business partnership rather than merely following orders. This created a happier workplace, which in turn meant that customers were interacting with people who loved what they were doing.

- It encouraged employees to show concern for each other's performance—profit sharing makes everyone take responsibility seriously. If the people in one department feel that what's happening in another department is putting their bonus at risk, they aren't shy about expressing their concerns. This creates a workforce that is highly motivated and educated.

- It promoted open sharing of information—in order to make profit sharing work, information needs to be shared and updated regularly. The existence of profit sharing enhances corporate communications and keeps everyone motivated to perform well.

“If you will take care of your people, it is your people who will take care of your customers and the business will take care of itself.”

—Sam Walton

### **To Become a Savvy Entrepreneur**

- Generous sharing of profits—if you have employees, set up a formal profit

sharing program which will be highly motivating.

- Generous sharing of information—always remember that information is power. If you want your employees to make intelligent decisions, you have to share everything you know with them.

- Generous sharing of power—make it viable and profitable for people to stay with you and develop their own ideas rather than going elsewhere. Set up structures that entrepreneurial employees can use to bring their best ideas to fruition. Treat employees like highly valued partners to keep good people.

### **Rule #3 Motivate Yourself and Others to Achieve Your Dreams**

#### **Main Idea**

Make the people who work for you feel great. Help them do things they didn't dream they were capable of achieving. Provide them with opportunities to do impressive things and stand back while they go to work. Believe in people and let them realize their true potential.

#### **Supporting Ideas**

“By believing in the abilities of people more than they believe in themselves, challenging them with big-time opportunities, and stepping back and giving them the final choice to succeed or fail, Sam Walton triggered a primal desire that was already deeply embedded in the minds of his people to compete and thrive! It's the self-fulfilling belief before you start that often determines your likelihood of success or failure.”

—Michael Bergdahl

#### **The Importance of the Human Touch**

Sam Walton had the ability to bring the human touch into his business dealings. He genuinely got to know and respect the people who worked for him. They, in turn, thrived because they felt like they were being led by someone who cared about their needs. Sam Walton backed up that feeling of confidence by pushing authority to make decisions as far down the organization as possible. Employees were encouraged to make “on-the-spot” decisions when dealing with customers that the senior managers were obligated to honor. Sam Walton also worked hard to hire the best people he could find, provide them with the best training available and in other practical ways make Wal-Mart a great environment where people felt motivated to

excel. Mr. Walton was an astute student of human behavior, and when combined with his down-to-earth nature and healthy dollops of common sense, he really understood how to motivate people to do their very best work.

### **How to Motivate Employees**

- He always treated employees well—the same way he'd like to be treated if the roles were reversed.

- Sam Walton had employees wear name badges—so everyone could be acknowledged by name. He even wore a name badge himself that simply said “Sam.”

- He gave employees the chance to prove themselves—Mr. Walton had extremely high expectations and then stood back and let people show they could rise to the challenge and find innovative ways to deliver the required results.

- Sam Walton always led from the front—he had an infectious level of personal motivation derived from the fact that he spent almost every walk hour thinking about how to make Wal-Mart better. He also had a tremendous work ethic. When Mr. Walton told everyone to work hard, it was authentic.

“Keep away from people who try to belittle your ambitions. Small people always do that, but the really great ones make you feel that you, too, can become great.”

—Mark Twain

### **To Become a Savvy Entrepreneur**

- Smile often—so you create an atmosphere of approachability, openness and trust. If you can learn to smile more often, people will feel more comfortable around you.

- Improve your listening skills—listen completely to what others are saying rather than thinking about what you want to say next. Get others talking about their interests and concerns.

- Learn people's names—and use them. By referring to people by name, you show you care about them as an individual. Using a person's name personalizes the conversation and motivates.

- Look people in the eye when talking with them—show them they're important and have your undivided attention.

- Build your human relations skills.

### **Rule #4 Communicate with People All the Time and Show Them You Care**

#### **Main Idea**

Share as much information with your employees as possible. Help them thoroughly understand how the business works. The more everyone knows, the more they can become involved in moving the business forward. Analyze and discuss the information about your business openly and candidly.

#### **Supporting Ideas**

“For Wal-Mart, having information is the difference between having the ability to adapt quickly to changes in the market and utter chaos. Without a steady stream of good information the company would be paralyzed and implode under its own weight. As the largest company in the world with a new store opening every day of the year somewhere in the world, Wal-Mart’s leaders are saddled with a huge communication challenge. Company leaders attack this challenge via a variety of methods, including live satellite broadcasts, Wal-Mart TV and radio, a company newsletter called Wal-Mart World, the Company website, e-mail, company training programs, an open door policy, employee opinion surveys, an associate handbook, and daily ‘stand-up’ communication meetings in every Wal-Mart store.”

—Michael Bergdahl

#### **Thinking Small to Avoid Becoming a White Elephant**

Mr. Walton used technology intelligently to provide every employee with detailed information about the business. He always believed the advantages of telling everyone everything there was to know that outweighed the potential risks that this information would find its way to competitors.

One particular approach to this communication challenge is the Wal-Mart concept of “thinking small.” Store managers are encouraged and empowered to do whatever is required to make their own store successful and profitable. If a store comes up with a great new idea, that idea is then scaled up and applied elsewhere. By thinking small, Wal-Mart can avoid the big organization binders.

#### **Effective Communication Methods**

- Weekly management team meetings—every Saturday morning at 7 AM, Wal-Mart’s management team gather at headquarters to discuss what has been learned that week and what needs to change. New directives are sent to each store that same day.

- Weekly conference calls for store managers—store managers participate in a telephone conference call with their district managers every Saturday morning where they hear the latest company news.

- Daily stand-up meetings—in each Wal-Mart store, a stand-up all-hands meeting is held each morning. This meeting is short and focused on passing on new information. It's held with everyone standing up so it doesn't drag on too long.

- Staff communication by network—Wal-Mart has an intranet website that everyone can access at any time.

- Weekly store visits by executives—Wal-Mart's executives get out to stores to see what's happening every week.

“You can't ‘merchandise the world’ by sitting at your desk. The folks on the front line—the ones who actually talk to customers—are the only ones who really know what's going on. You'd better find out what they know.”

——Sam Walton

### **To Become a Savvy Entrepreneur**

- Set up regular meetings—where you can pass on up-to-date information to those who work for you.

- Use the latest developments in communication technology—to enhance the flow of information throughout your organization.

- Tell employees all there is to know about your business so they have enough information—to contribute worthwhile ideas.

- Think local—but keep an eye out for what works elsewhere as well and use those ideas to best effect.

### **Rule #5 Appreciate and Recognize People for Both Their Effort and Their Results**

#### **Main Idea**

Showcase the people in your organization who come up with great new ideas or who simply do the right things consistently. Recognition will not only make those people feel good, but it will also signal that your organization values new ideas highly. Show and express appreciation for genuine efforts and results.

#### **Supporting Ideas**

“Sam Walton believed in accentuating the positive behaviors of associates

publicly and eliminating their negative behaviors in one-on-one discussions behind closed doors. He expected managers to wander around looking for noteworthy accomplishments to highlight in their daily meetings held with associates. So many organizations are good at catching people doing things wrong. Sam Walton believed in catching people doing things right! By identifying the associates who were demonstrating the correct behaviors and showcasing those accomplishments for all to see, he believed in creating local heroes in the stores, distribution centers, and fleet.”

—Michael Bergdahl

### **Fairness Breeds True Concern**

Sam Walton was very good at motivating people. Part of this success was an extension of his upbeat can-do personality, but he also had the knack of intuitively understanding that people crave recognition and a sense of accomplishment. Mr. Walton went out of his way to ensure that ordinary people doing their jobs well were recognized for their efforts.

Mr. Walton also treated everyone equally. Executives don't have any perks other employees can't access themselves. The Wal-Mart headquarters don't have an executive dining room or even private bathrooms. As far as Sam Walton is concerned, every employee is just as important to the success of the company and deserves to be treated equally. What is fair for one was fair for all, and he didn't believe you could say one thing and then turn around and do something entirely different. Wal-Mart executives fly coach class and are expected to stay two to a room in budget hotels when they travel, just like everybody else.

### **Management Isn't about Finding Fault**

Wal-Mart also excels at providing performance feedback to its employees. Excellent performers receive encouragement to keep doing what they're doing right, but equally, nonperformers also receive feedback on where they are falling short and what needs to be done to remedy the situation. Supervisors aren't hesitant to address performance issues openly and candidly. This is great because it creates a workplace where people know what they're doing right and wrong.

More than anything else, however, Sam Walton's overriding preference was to catch employees doing things right. He loved to accentuate positive behavior openly and effusively. He was an achievement finder and recognizer rather than a fault



finder. He spent the majority of his time praising the work of the top performers within the organization. This is a much more positive way to do business that also aligned perfectly with his personal beliefs and preferences.

“Treat people the way you would want to be treated. You should set high expectations in everything that you do. It’s your people who make the difference.”

—Sam Walton

## II. Key Words and Expressions:

|            |   |
|------------|---|
| infectious | <i>adj.</i> 传染(性)的, 感染性的; 易传播的                          |
| fruition   | <i>n.</i> 结果实, 完成, 实现                                   |
| feasible   | <i>adj.</i> 可实行的; 切实可行的; 行得通的                           |
| integral   | <i>adj.</i> 构成整体所必需的, 组成的, 主要的<br>的, 必备的, 完整的, 整体的; 综合的 |
| disburse   | <i>vt.</i> 支付, 支出, 分配                                   |
| beneficial | <i>adj.</i> 有利益的; 可享受利益的, 有收入权益的                        |
| incentive  | <i>adj.</i> 刺激性的, 鼓励性质的, 诱发的                            |
| savvy      | <i>adj.</i> 机智的   |
| belittle   | <i>vt.</i> (相形之下) 使显得微小, 缩小, 轻视, 贬低, 小看                 |
| implode    | <i>vi., vt.</i> 形成中心, (与……) 结合一体                        |
| saddle     | <i>n.</i> 马鞍, 鞍座, 车座                                    |
| accentuate | <i>vt.</i> 着重(指出), 强调, 增强                               |
| knack      | <i>n.</i> 诀窍; 技巧, 需要熟练技巧的工作, 能力, 本事                     |
| perk       | <i>vi.</i> 昂首, 意气洋洋, 耸起, 伸腰, 翘尾巴                        |

## III. Notes:

### 1. Michael Bergdahl 本文原著作者麦可·伯格道

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