

清华营销学系列英文版教材

Marketing Channels

Sixth Edition

市场营销 渠道

(第6版)

Anne T. Coughlan
Erin Anderson
Louis W. Stern
Adel I. El-Ansary

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【Sixth Edition】

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出版说明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名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。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华营销学系列英文版教材由清华大学经济管理学院和北京大学经济学院李欲尧、刘群艺、赵平、段志蓉、谢赞等老师审阅,在此一并致谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

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2001.8

世纪之交, 中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进, 以及经济全球化的激烈挑战。无论是无远弗界的因特网, 还是日益密切的政治、经济、文化等方面的国际合作, 都标示着 21 世纪的中国是一个更加开放的中国, 也面临着一个更加开放的世界。

教育, 特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来, 尤其是 20 世纪 90 年代之后, 为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合, 为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者, 我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例, 2000 年, 学院顾问委员会成立, 并于 10 月举行了第一次会议, 2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人, 其阵容之大、层次之高, 超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中, 教师和学生与国外的交流机会大幅度增加, 越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中, 我们的管理教育工作者和经济管理学习者, 更加真切地体验到这个世界正发生着深刻的变化, 也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展, 闭关锁国、闭门造车是绝对不行的, 必须同国际接轨, 按照国际一流的水准来要求自己。正如朱镕基总理在清华大学经济管理学院成立十周年时所发的贺信中指出的那样: “建设有中国特色的社会主义, 需要一大批掌握市场经济的一般规律, 熟悉其运行规则, 而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段, 结合中国的国情, 办成世界第一流的经营学院。”作为达到世界一流的一个重要基础, 朱镕基总理多次建议清华的 MBA 教育要加强英语教学。我体会, 这不仅因为英语是当今世界交往中重要的语言工具, 是连接中国与世界的重要桥梁和媒介, 而且更是中国经济管理人才参与国际竞争, 加强国际合作, 实现中国企业的国际战略的基石。推动和实行英文教学并不是目的, 真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求, 清华大学经济管理学院正在不断推动英语教学的步伐, 使得英语不仅是一门需要学习

的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年来在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的魅力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院院长
全国工商管理硕士教育指导委员会副主任

*With love to my husband, Charles B. Jameson,
and to our children, C. J. and Catherine*

ANNE T. COUGHLAN

Dédié à mes chères filles, Aline et Valérie

ERIN ANDERSON

With love and affection to my wife, Rhona L. Stern

LOUIS W. STERN

*With love and affection to my sons, Waleed and Tarik,
and my daughter-in-law, Iman*

ADEL I. EL-ANSARY

Preface

This book is intended for an international audience of practicing and future managers. It is written in English, the international language of business. The subject is marketing channels, the companies that come together to bring products and services from their point of origin to the point of consumption. Marketing channels are the downstream part of a value chain. *The originator of goods or services gains access to a market through marketing channels.* Channels of distribution are a critical element of business strategy.

The ideas in this book apply to any channel for any product or service in any market. The generality of the book is shown in its many examples taken from all over the world. These cover a wealth of different products and services, sold to businesses and consumers, selected from the worldwide business press, research, and consulting. Some examples are autopsies; dog and cat food; personal computers; pleasure boats; dolls; stereo speakers; fast food; tires; garden products; fast-moving consumer goods; maternity clothing; uninterruptible power supplies; maintenance, repair, and operating (MRO) goods; furniture; automobiles; airline travel services; and mutual funds. The variety of the list reinforces the generality of the principles. As is appropriate for an international readership, the presentation of each example is as though the reader is unfamiliar with the product or market in question. This book covers the highlights needed to frame the problem, then covers the channel issues in the examples. Channel Sketches provide detailed examples to improve the readability of the main text.

Each chapter is designed to stand on its own. The chapters may be read in any order, and any chapter may be omitted. Each chapter is of a length that can be assigned for a single class or read in one sitting with a single issue in mind. The chapters are designed modularly. Essential definitions are repeated where necessary so that the reader is free to choose one chapter and defer or omit another. Reference is made to other chapters when appropriate for the reader to go further into any topic raised in the chapter at hand. In this way, the reader can select how deeply to delve into all the sections of the book that most closely fit the problem under consideration.

The content of each chapter comes from the best of current research and practice. This book covers a vast and varied literature, bringing in findings, practice, and viewpoints from multiple disciplines (marketing, strategy, economics, sociology, law, political science) and from the best practices of channel managers worldwide. In presenting these works, the focus is on framing the problem and its solution in the language of business rather than on the technical aspects of the research. Yet the book introduces technical vocabulary in the appropriate instances for the manager. The theory, data, and methods that underlie the content of this book are not detailed. Instead, the relevant references are liberally noted and tied to the content, so that the interested reader may delve further into specific points.

The text is organized into four parts. Part One, "Introduction and Analytic Framework for the Book," introduces the basic ideas and concepts underlying channel analysis. It explains why specialized institutions and agencies have emerged to assist in the task of making goods and services available for industrial, institutional, and household consumption. Among the more critical concepts introduced in Chapter 1 are the notions of "service outputs" and marketing "flows" on which the remainder of the book relies heavily. Chapter 2 provides a coherent framework for building, maintaining, and analyzing channel structure and function. It includes demand-side analysis, supply-side analysis of both channel flows and channel structures, the analysis of gaps on the demand and supply sides, and responses by channel managers concerning the creation or modification of channel structures to meet target segments' needs. It also emphasizes the importance of ongoing management and coordination of the channel through the use of channel power sources and the recognition and management of channel conflict. This framework unifies the discussion throughout the rest of the book and forms the basis for the book's approach to channel design and management.

Part Two, "Channel Design: Demand, Supply, and Channel Structure," develops the framework for channel creation or modification. Chapter 3 focuses on the demand side by discussing how to segment a market for the purposes of channel design appropriately, using the core concept of service output demands. Chapter 4 turns to the supply side of the channel, introducing the concept of channel flows to describe the work done by channel members. This chapter emphasizes the importance of distributing flow responsibilities to channel members who can perform them most efficiently. Not only is the allocation of flows important, so is the issue of channel structure. This is the topic of Chapter 5, which discusses the types of firms that can and should be included in the channel, how broadly distributed the channel's products should be, and who specifically should be a member of the channel. Chapter 6 brings together the demand and supply sides through a discussion of gap analysis, whereby gaps can exist on the demand side, the supply side, or both. Sources of gaps, types of gaps, and methods of closing channel gaps are all discussed. Chapter 7 discusses a key issue in channel structure: whether to vertically integrate the channel. This chapter covers the make-or-buy issue in channels, as well as the decision whether to adopt an intermediate solution. These options blend the features of make and of buy. The next part of the book covers how to create such a midrange solution.

Part Three, "Channel Coordination and Implementation," discusses how to get all the members of a channel to work in concert with one another. Concerted or coordinated action does not happen naturally in a marketing channel. This part covers how to

overcome this problem by crafting channels that function smoothly in pursuit of common goals. Power is the subject of Chapter 8, which examines how to obtain the potential for influence—and how to use it. Of course, channels are full of conflict, as discussed in Chapter 9. Here, the emphasis is on how to diagnose the true sources of conflict and how to direct conflict to use it as a constructive force for change. A fundamental issue underlying almost every attempt to coordinate a channel is how thoroughly a marketplace is covered (how many places a customer could buy a product or service). The intensity of distribution is related to vertical restraints (such as tying contracts and resale price maintenance) and to how many brands a channel member carries (the degree of exclusivity in dealing). These topics are the subject of Chapter 10. Power, conflict, and intensity of distribution all turn on how to influence channel members. The ultimate form of influence is to forge a strategic alliance in a channel, covered in Chapter 11. Because efforts to coordinate often run afoul of the law, the legal environment (Chapter 12) closes this part.

Part Four, “Channel Institutions,” describes and evaluates the predominant institutional forms at each level of a marketing channel. The retailing level has a great variety of forms: The major issues and challenges confronting them are discussed in Chapter 13. This chapter focuses on physical stores, which customers visit. Chapter 14 covers the rapidly growing nonstore alternatives, including electronic channels, catalogs, and direct selling. Further up in the value-added chain is the wholesaling sector, the subject of Chapter 15. A critical element of value added in marketing channels is logistics and supply chain management, the topic of Chapter 16. Finally, Chapter 17 deals with the fascinating, complex, and inherently contradictory channel institution of franchising, discussing how, when, and why franchising works.

The sixth edition differs from the fifth edition in its organization of material, but not in its philosophical underpinning. The framework for analysis is presented first, followed by institutionally oriented chapters, rather than the reverse, as in the fifth edition. The framework is also expanded over more chapters, each of which can be the focus of a single course session. The book is significantly internationalized throughout, reflecting the importance of channel management issues throughout the world. This edition also provides extensive coverage of the impact of electronic commerce on channel design and management, both in examples in each chapter and in the separate treatment of the issue in Chapter 14.

Acknowledgments

Many people have deeply influenced the structure and content of this book. Each author appreciates the contributions of a distinct (but sometimes overlapping) set of people, whereas a fourth set of individuals has influenced us all.

Anne Coughlan thanks Charles B. Jameson, C. J., and Catherine Anne, without whose support and help this work could not have been done. Their patience with a wife and mother who was too often absent deserves high praise. This work is also dedicated to Catherine M. Coughlan and the memory of John M. Coughlan, who have been an inspiration to excellence. Louis W. Stern deserves special thanks for his mentoring and collegiality. Finally, her colleagues and students in the marketing community deserve recognition for their many insights that have shaped this author’s thinking over the years.

Erin Anderson expresses her appreciation to marketing doctoral students Frédéric Dalsace and Alberto Sa Vinhas. Their penetrating insights and many ideas have been invaluable. MBA students Harri Cherkoori, Blaise Fiedler, and Bernie Malonson gave helpful feedback.

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Adel El-Ansary would like to acknowledge the encouragement and support of a number of marketing scholars. Many thanks to all, particularly those who have been personally supportive and encouraging over the years. A special debt is owed to Louis W. Stern, William R. Davidson, and the late Bert C. McCammon Jr.

Together, we thank Roshawn Blunt, Sanjay Kumar, Alok Maskara, and Laurie Richardson for providing superb research and editorial assistance. The inputs of many colleagues, both in academia and business, have improved the book. We thank in particular Philip Anderson, Reinhard Angelmar, Richard Bartlett, Donald Bielinski, Philip Corse, Rajiv Dant, Adam Fein, Kent Grayson, Ric Hobby, Lois Huff, Patrick Kaufman, Nirmalya Kumar, Janghyuk Lee, Barton A. Weitz, Rick Wilson, Thomas Wotruba, and Enver Yücesan. We especially thank the many MBA students who offered comments and encouragement during the process of writing the book. Thanks for text processing support are due to Françoise Marquis, Laureen Sorreda, and Sylvaine Imbert.

We are also especially indebted to the large number of authors whose work we cite throughout the text. Without their efforts, we could not have written this book.

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