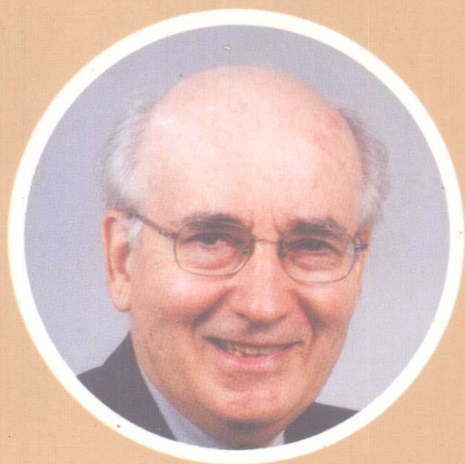


水平营销



营销理念的
最新突破
争夺客户的
制胜利器
市场营销的
全新攻略

「美」菲利普·科特勒 费尔南多·德·巴斯 著

全新
修订版

Lateral Marketing

New Techniques for Finding Breakthrough Ideas

现代营销学之父菲利普·科特勒最具创新之作
科特勒营销集团总裁、全球营销战略大师米尔顿·科特勒强力推荐



中信出版社
CHINA CITIC PRESS

Lateral
Marketing
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for Finding
Breakthrough Ideas

水平
营销

[美] 菲利普·科特勒 著
费尔南多·德·巴斯
陈燕茹 译

中信出版社
CHINA CITIC PRESS

图书在版编目 (CIP) 数据

水平营销 (全新修订版) / (美) 科特勒等著; 陈燕茹译. —北京: 中信出版社, 2008.3

书名原文: Lateral Marketing: New Techniques for Finding Breakthrough Ideas

ISBN 978-7-5086-1094-8

I. 水… II. ① 科… ② 陈… III. 市场营销学 IV. F713.50

中国版本图书馆CIP数据核字 (2008) 第012289号

Lateral Marketing by Philip Kotler and Fernando Trias de Bes

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水平营销 (全新修订版)

SHUIPING YINGXIAO

著 者: [美] 菲利普·科特勒 费尔南多·德·巴斯

译 者: 陈燕茹

策 划 者: 中信出版社策划中心

出 版 者: 中信出版社 (北京市朝阳区东外大街亮马河南路14号塔园外交办公大楼 邮编 100600)

经 销 者: 中信联合发行有限责任公司

承 印 者: 北京通州皇家印刷厂

开 本: 787mm × 1092mm 1/16 印 张: 13.75 字 数: 102 千字

版 次: 2008年3月第2版 印 次: 2008年3月第1次印刷

京权图字: 01-2004-0582

书 号: ISBN 978-7-5086-1094-8/F · 1286

定 价: 32.00 元

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服务热线: 010-85322521

<http://www.publish.citic.com>

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推荐序

菲利普·科特勒的《水平营销》一书在中国出版后得到了很好的反响，科特勒营销集团也因此大受鼓舞。为了满足强劲的市场需求，中信出版社正计划推出该书的最新修订版，并且请我简短做序阐明此书对于中国独特的市场特点的重要性。我已经在

中国生活了九年，对这个问题的确已经形成了一些见解。

简单来说，水平营销是与垂直营销相对的营销方式。那些已经在市场中成功树立品牌的公司自然而然地想要扩大市场份额，它们想要与竞争对手抢夺市场份额，并且扩大单个消费者的消费量。因此，它们很自然地想要推出新的包装规格、包装设计、配方和风味，并且扩大销售渠道，使人们能够方便地购买。比如说，

热带水果汁就有很多不同的原材料（橙汁、葡萄汁、柚子汁、苹果汁等）、加工工艺（不带果肉、多加果肉）、添加成分（钙或者其他营养成分）、容量、包装以及销售渠道（商店、自动售货机）。这一切都需要大量研究和创造性营销。但这些都是垂直思维和行动。据我观察，已经在市场中确立了品牌地位的中国公司如果在垂直营销上投入更多的研究和投资的话还有很大的提高空间。比如说，它们的包装规格不够全，包装设计陈旧，口味也不够全面等等。也就是说，中国的名牌还可以做许多创新来抗击国内而且特别是非常善于垂直营销的国外竞争者，从而赢得市场份额，提高单个消费者的消费量。

而水平营销与垂直营销存在很大差别。它指的是把品牌推向新的市场，或者是通过创新创建新的品牌。菲利普·科特勒在书中提到的水平营销的一个范例就是健达玩具公司。它拥有几十年的历史，旗下有各种各类的玩具。孩子们一直都非常喜欢这个品牌，因为它需要全家一起努力才能组装起来。而且孩子们还喜欢搜集它的玩具，组成自己的健达家族系列。几年前，健达玩具公司提出了一个创意——健达惊喜系列。它把玩具部件放在椭圆形胶囊中，并且在外面包裹上巧克力。现在它的每个糖果里面都有一个玩具。孩子们吃的糖果越多，得到的玩具就越多。通过这一创意，健达公司从玩具市场拓展到了糖果市场。水平营销就是从—一个市场到一个新的市场。

再比如爱国者——北京一家非常有创意的电子公司。它每个月都会推出一款新产品，其中最炫目的就是一款数字笔，它可以扫描图像，并且把文本转化成声音文件。图像和艺术书籍已经问世几十年了，问题就是当你阅读文本的时候就无法欣赏图像。但是现在有了爱国者的这个设备，你就可以在看到图像的同时听到相关资料了，不再需要把眼睛从画面和资料上移来移去。爱国者就是这样综合了图像和文本资料，同时进军了视觉市场和阅读市场。这就是水平创新。

中国现在研发的太阳能窗和其他太阳能建筑材料也是通过综合结构与能源开创了新的材料市场，这也是水平创新。

垂直营销创造的是已有产品的不同形式，而水平营销则是通过综合不同的功能来创造新的创新产品。菲利普·科特勒在书中给出了许多例子来解释水平营销以及它为不同公司所创造的价值。

想要理解水平营销的特征，我们必须澄清几个问题。首先，它并不是简单的产品升级。电动自行车就属于产品升级，而非水平创新。为自行车添加电力可以提高自行车的效率，但是不管它多么省力、速度多么快，也还只是自行车。许多公司几乎每天都会垂直改善它们的产品，为它们增加新的功能，提高性能。为汽车增加电力是一项受欢迎的创新，但它也只是垂直创新。

品牌拓展也不是水平创新。拉尔夫·劳伦（Ralph Lauren）把自己的品牌扩展到了卧室家具和亚麻制品，甚至建筑用漆，大大

增加了公司的利润。但这也不是水平创新，它只是品牌从某一领域发展到其他领域而已。

水平营销的本质在于创新。水平创新的结果要么是新的市场要么是新的种类。家乐氏公司（Kellogg）从谷物早餐的垂直营销到谷物健康快餐，这就是对谷物用途新种类的创新。

其实我们身边一直都不乏水平营销的例子，比如从无声电影到有声电影就是水平创新。基因工程把原有的器官功能以新的方式结合的水平创新。

接下的一个问题就是水平营销对于中国的意义。垂直营销是资金雄厚的大公司通过品牌渗透和品牌拓展进行竞争的强项，跨国公司尤其擅长。而中国很少有公司的资本化程度可以达到如此水平，中国的人才优势远远大于资本优势。因此它的未来在于创新，创造新的市场和新的种类，而不是和跨国公司竞争进入现有的市场和现有的种类。中国的企业家没有资本来赢得现有的市场和种类。因此，中国的资源最好用在水平创新上，而这正是菲利普·科特勒这本书所讨论的问题。

米尔顿·科特勒（Milton Kolter）

科特勒营销集团总裁

2008年1月

Lateral Marketing Introduction

Kotler Marketing is very encouraged by the positive response of Philip Kotler's Lateral Marketing in China. Citic Publishing is issuing a new printing of the book to meet robust demand and has asked me for a brief foreword to explain the significance of this book to the unique characteristics of the Chinese market. After nine years in China I have some insights on this matter.

In its simplest terms lateral marketing is a different direction of creative marketing than vertical marketing. Companies that have established brand products in the market naturally incline to penetrate their current market segments for their product. They want more market share against competitors and they want more wallet share per customer. So it is natural for them to come up with new package sizes, formulations

* 附米尔顿·科特勒推荐序原文。

and flavors, package designs, complements and channels for convenient purchase. For example, Tropicana juices has different fruit juices (orange, grape, grapefruit, apple, etc.), different treatments (no pulp, lots of pulp, etc.), different complements like calcium and other nutritional supplements, different sizes, designs and channels like stores and vending machines. All of this takes a lot of research and creative marketing. But it is vertical thinking and execution. My observation is that Chinese companies that are well established in the market can benefit quite a bit by more research and investment in vertical marketing. There are not enough package size differences; package design is stale and needs refreshment. There is more room for the modulation of flavors. In other words, established Chinese brands can do a better job of gaining market share and wallet share against domestic and especially foreign competitors who are very good at these vertical methods.

Lateral marketing is different than vertical marketing. It carries the brand into a new consumer market, or it creates a brand from a new innovation to consumer segments. A good example that Philip uses is Kinder Toys. Kinder toys have been around for many decades. There are all kinds of toys in the Kinder Toy family. Kids have always loved them because it takes the family to help assemble the toy parts into whole figures and objects. And children built collections of their Kinder Toys. Kinder Toys came up with a new idea several years ago - Kinder Surprise. They assembled the toy parts in an egg shape capsule and coated the capsules with two coats of chocolate. Now they have a candy with a toy inside. The incentive to collect more toys is the sweet delight of more chocolate. By adding the chocolate feature to the toy, Kinder entered add the candy market to its toy market. Lateral marketing is always about crossing from one market to another.

Aigo is a very ingenious consumer electronics company in Beijing. The company introduces a new consumer product each month. There most exciting new product is a digital stylus that that can touch a photo image and transmit a recorded story of the photo image from paper to ear. Photo essays and art books have been around for decades. The trouble is that you have to take your eye off of the picture to read what is written about it. With Aigo's device, you simply apply the stylus to the image and hear its story, without having to take your eye off the picture or jerk your head from picture to print and back to picture. Aigo has combined image and text. It combined the seeing market with the reading market. This is lateral innovation.

Solar panels developed in China for windows and building facing material are lateral innovations that combine structure with energy to create a new materials market. This is a lateral innovation.

While vertical marketing creates different forms of existing products, lateral marketing creates new innovate products by combining different functions into a new set that has added value to the consumer. Philip Kotler provides many examples of lateral marketing and the value it has created for companies.

A few distinctions have to be cleared away to see the independent character of lateral marketing. First of all, it is not simply product improvement. The electrical bicycle is a product improvement. It is not a lateral innovation. Add electrical to physical energy creates more motor efficiency, but the bicycle is still a bicycle that moves faster with less physical energy. Companies vertically improve their products everyday with new features that improve performance. Adding electricity to fuel energy is a welcomed improvement in hybrid vehicles, but they are vertical improvements.

Brand extensions are not lateral innovations. The fact the Ralph Lauren extends his brand into bedroom furniture and linens, and even house paints is a great gain in revenues for the Company, but it is not a lateral innovation. It is simply a brand move from one category to another category.

The essence of lateral marketing is innovation. Lateral innovations always create either new markets or new categories. Kellogg's move from the vertical marketing of breakfast cereals to the healthy cereal snap bar more mid-day appetite relief was the innovation of a new category for cereal.

Lateral marketing has always been with us. The movement from silent -cinema to talking-cinema was a lateral innovation. Genetic engineering is lateral innovation combining old organic functions in new ways and creating new organic functions.

Why then is this so important to China. Vertical marketing is the special province of well capitalized brand companies that compete through brand penetration and brand extension. This is the great advantage of multinational companies. Chinese companies are rarely capitalized at this great level. China has more brains than capital. Its future lies in innovation, - the invention of new markets and new categories, rather than competition with multinationals to penetrate current markets and current categories. The Chinese entrepreneur doesn't have the capital to win old markets and categories. His resources are better spent on the lateral innovation which is the subject of Philip's Kotler's important book.

Milton Kotler

Kotler Marketing China

January 2008

中文版序

《水平营销》有机会以中文出版，有机会进入世界最重要的国家之一——中国，有机会面对如此庞大的读者群体，我作为该书的作者之一，感到非常高兴。我们一直艰苦求索，以找到一套方法，帮助管理者不断开发大量的新产品和新服务。多数产品会变得陈旧过时。无论在意识层面还是潜意识层面，客户都需要不断地变化。多数公司只是简单地推出新口味的汤、新类型的洗发水、新款的汽车，但实际上它们与从前的产品大同小异，所以脱颖而出的机会微乎其微。如果公司进行水平而非垂直的思考，在很多情况下，他们不但能够发掘出新产品，而且能够发现令市场振奋且满意的新的产品类别。

水平营销包含的思想之一，就是将本来无关的概念同现有商品相结合，以探索这种结合能否创造出新的产品类别。在赢得市场机会方面，新的产品类别远胜过同一产品的另一翻版，因为后者只是口味、大小或包装方面的变化而已。

中国人的创造性历史悠久、众所周知，我希望水平思考的方法能够起到锦上添花的作用。

菲利普·科特勒

Preface

I am pleased to hear that my co-authored book, *Lateral Marketing*, will have the opportunity to reach such a large audience in their language in one of the most important countries of the world. We have struggled hard to find a methodology that would help managers to bring to life substantially new ideas for products and services. Most products grow old. Customer needs, both conscious and unconscious needs, keep changing. Most companies simply produce another soup or another shampoo or another automobile but these all resemble the previous ones and have little chance to stand out. If companies would think laterally rather than vertically, they will often discover not just new products but new categories that will bring excitement and satisfaction to the market.

Lateral marketing involves bringing an unrelated idea to the existing

* 附菲利普·科特勒中文版序原文。

offering and seeing if the combination manages to create a new category. New categories have more of a chance to win in the marketplace than another version of the same product that just varies in flavor or size or packaging.

I hope that lateral thinking adds another dimension to the widely acknowledged historical creativity of the Chinese people.

Philip Kotler

引言

如今，出现在市场上有相当比例的新产品注定会失败。而在20年前，失败的比例却低得多。为什么现在新推出的产品要获得成功竟如此艰难呢？

先让我们来看一下市场上销售的产品吧。以麦片类产品为例。这类产品包含数十种不同的分类和品种，而每一种都针对非常具体的市场需求，诸如纤维类的、果味的、巧克力味的、特殊形状的，等等。在如此繁多的选择中还有什么麦片是人们意想不到的呢？

在乳制品中，有五十多种酸乳在超市的货架上相互竞争。其中有原味的、香草味的、果味的、果粒的、低脂的，或者无脂的

等，让人眼花缭乱。将来究竟还有什么新的排列组合呢？

在发达国家，电视频道多达好几十个，而十年前却仅有三四个。那么还有更多的发展空间吗？

在今天，每10个促销活动中，仅有一个活动的响应率能够高于5%；而若干年前，任何新产品都能得到至少高于5%的响应率。原因何在呢？

今天的营销不同于20世纪60年代和70年代的营销。今天市场上的产品几乎能满足任何需求。这些产品不仅满足而且大大超过了消费者的需求。

在最为发达的市场，基本的营销策略（如市场细分、目标锁定、定位）作为能产生竞争优势因而转化成商业机遇和新产品的机制，日渐开始暴露出其不足之处。企业可以继续细分市场，但最终结果将是市场小得无利可图。当今的企业必须另辟蹊径来创造出有市场价值的新产品。我们的市场营销已经到了亟须新思路的转折点，近期所出现的新商业理念，走的正是不同的创新路线，而不是延续昨日无限细分市场的老路。

◎ 如何想出将麦片制作成条形供人们直接当早餐而无须牛奶冲饮的创意^①？

^① 案例：希洛麦条（Hero Muesli cereal bars，Nutri-Grain bars）。