

慧眼看中国

——米尔顿·科特勒营销文丛

(英汉对照本)

范子盛/译

A CLEAR-SIGHTED VIEW OF CHINA MARKETING:

Essays by Milton Kotler

中国人民大学出版社

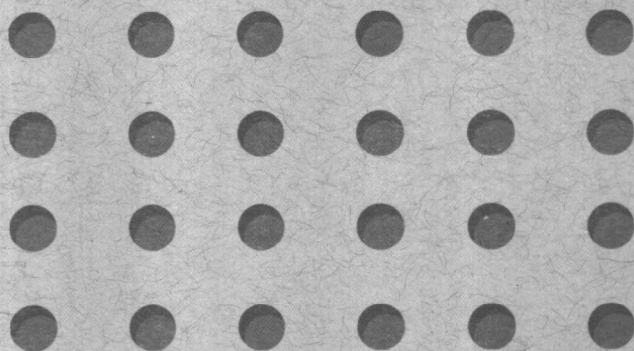
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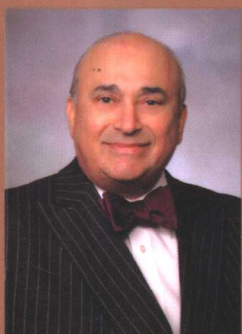
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米尔顿·科特勒(Milton Kotler)

**美国科特勒营销集团(KMG)主席，
市场营销协会(AMA)会员，世界著名的
营销战略大师**

他研究发展了大量的营销分析工具，是业界公认的战略营销规划、关系营销、营销工程等方面的先行者，并率先将信息系统应用于战略规划的制作。

他亲自主持科特勒营销集团300多家客户的咨询和培训项目，直接参与并督导企业营销战略的实施，深得客户敬重和赞赏。

FOREWORD

Foreign visitors sometimes deliver surprising insights to the country they are visiting. Their observations provoke the country's citizens to think freshly about their domestic activities, assumptions, and behaviors. This is certainly the case with my brother Milton Kotler, a long-term student and expert on Chinese economics and business practice. He is a brilliant marketing strategist, and has trained many managers in the science and art of marketing strategy and consulted with many companies in China on their plans and actions in the marketplace.

Milton Kotler demonstrates in this set of essays his ability to look beyond the surface phenomena of modern China into its meaning both



for China's economic development and for the other nations of the world. He has worked for many years with great companies around the world. His devotion to China will benefit China's business development in the world market.

Chinese businesses have much to learn about modern business practices. And they are eager to learn. They share the normal anxieties of businesses in a rapidly industrializing nation:

- Will Chinese companies be able to compete successfully against the invading multinational companies and brands?
- Will Chinese companies be forced to stay at the low end of markets while the foreign companies capture the middle and high end of markets?
- Can Chinese companies develop brands that win respected positions in global markets?

Looking at the business scene in China, Chinese businesses must start shedding practices that are inhibiting their progress:

1. Many Chinese firms confuse marketing with advertising and selling, failing to see the larger scope of marketing.
2. Many Chinese firms believe that the most effective ads are hard-sell ads.
3. Chinese firms fail to use modern marketing research tools to understand better their markets and customers.
4. Chinese companies fail to do adequate segmentation, targeting, and positioning.
5. Chinese companies rely too much on low price as the main competitive tool.
6. Chinese retail stores lack much differentiation in goods, services, or décor.
7. Chinese companies often fail to provide different levels of treat-

ment for different classes of customers.

Milton Kotler effectively points out that Chinese firms need to develop stronger skills in innovation, differentiation, branding, and service. In a word, **MARKETING!** As this takes place, Chinese firms will evolve through the following stages:

- Low cost, average quality domestic products.
- Chinese products made for foreign companies.
- Chinese branded products introduced regionally.
- Chinese branded products appearing globally.
- Chinese branded products achieving global dominance.

We already see signs of several Chinese companies practising very effective marketing strategy. Milton Kotler details the exceptional performance of Tsingtao Beer, Haier, Legend, Pearl River Piano Company, and other Chinese companies.

He points out that the time is ripe for Chinese companies to start buying distressed businesses in the United States such as Kmart, Gateway, and others to grow their presence.

Milton Kotler also shows that China's businesses need certain new attitudes and practices. Chinese businesses have to put more fashion into their goods. They ought to make more use of celebrities to bring attention to their goods. They should learn how to differentiate their goods to avoid the bloodletting price wars where no one wins. They should get away from conglomerate forms of business organization and focus their business interests more sharply.

China needs to develop a modern credit card industry to make credit more available to its citizens. China's financial institutions must be put on a stronger footing. Corruption must be curbed so that markets operate on merit, not influence. Intellectual property rights must be en-

forced. Air and water pollution must be contained.

All said, Milton Kotler makes a powerful case that China's aim and destiny must be to build a strong middle class. The middle class in any country provides stability through their ownership of personal property and their rising consumer aspirations. But in the process of building a middle class, China must avoid wealth becoming over-concentrated in the hands of a few. China needs a democratization of wealth, not a plutocracy.

Philip Kotler
S.C. Johnson Distinguished Professor
of International Marketing
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Chicago

序 言

外国客人常常会对他们所访问的国家发表一些令人惊奇的观点。他们的观点又会激发这个国家的公民重新审视自己的处事方式、思想观念和行为模式。我的弟弟米尔顿·科特勒在中国就属于这种情况。他长期关心中国，对于中国经济和企业实务，他既是一名好学的学生，又是一位很有见解的专家。米尔顿还是一位杰出的营销战略家，他将营销战略的科学和艺术传授给了许多经理人，并对中国公司的市场计划和行动提供了不少切实可行的参考意见。

米尔顿·科特勒所著的文章证明他具有敏锐的洞察力，能够透过现代中国的表面现象发现深层次的东西，而这对于中国的经济发展及其他国家都是非常有意义的。他曾为世界各地的大公司工作多年。



他在中国的工作将有助于中国企业在世界市场的发展。

中国企业家迫切需要学习现代企业实务，他们也充满了学习的热情。他们对一个快速工业化国家中的企业怀有同样的忧虑：

- 中国公司能否同入侵的跨国公司及其品牌展开成功的竞争？
- 中国公司是否会被迫停留在低端市场，而任由外国公司占领中高端市场？
- 中国公司能否开发出在全球市场拥有良好声誉的品牌？

综观今日中国的商务格局，中国企业家必须弃旧图新，抛弃那些阻碍其进步的陈规陋习。

1. 许多中国企业混淆了营销概念与广告和销售概念的区别，没有认识到营销更为广泛的内涵；

2. 许多中国企业盲目认为强迫推销的广告是最有效的广告；

3. 中国公司未能利用现代营销调研工具更好地了解市场和客户；

4. 中国公司不能进行恰当的市场细分、目标选择和定位；

5. 中国公司过分依赖低价策略作为主要竞争手段；

6. 中国零售商店缺乏有特色的商品、服务和店内装饰；

7. 中国公司不善于为不同阶层的客户提供不同水准的服务。

米尔顿·科特勒有力地指出中国企业迫切要加强在创新、差异化、品牌经营和服务等方面的技能。一言以蔽之，营销！要实现这一目标，中国企业需要经历以下几个步骤：

■ 生产低成本、质量一般的国内产品；

■ 生产为外国公司制造的中国产品；

■ 中国品牌产品进入区域市场；

■ 中国品牌产品出现在全球市场；

■ 中国品牌产品在全球市场取得显著优势。

我们已经看到一些中国公司实行了非常有效的营销战略。米尔顿·科特勒详细介绍了青岛啤酒、海尔、联想、珠江钢琴和其他一些中国公司的出色业绩。

他指出，现在是一个非常好的时机，中国可以通过收购像凯玛特、Gateway 这样陷入困境的美国企业达到进入全球市场的目的。

米尔顿·科特勒也指出，中国企业需要新的观念和实践方式。它们必须使自己的产品更加时尚。它们应该使用更多的名人做广告，以提升产品的知名度。它们应该学会如何使产品差异化，以避免两败俱伤的血腥价格战。它们应该放弃单纯追求规模的企业联合，而应着眼于真正提高企业的效益。

中国需要发展现代信用卡产业，更加有效地为公民提供信用。中国金融机构必须巩固其基础以应对风险。中国必须遏制腐败，使市场发挥真正的调节作用，而不是让官员的权力来影响市场。要加强对知识产权的保护。空气和水污染也必须得到控制。

特别需要指出，米尔顿·科特勒还认为中国的目标应该是建立一个强大的中产阶层。在任何一个国家，中产阶层都依靠其个人财产所有权和不断增长的消费渴求维持着社会的稳定。但是在打造中产阶层的过程中，中国必须避免财富过度集中在少数人手中。中国需要的是财富民主化，而不是富豪统治。

菲利普·科特勒

芝加哥西北大学凯洛格管理学院

以 S.C. 约翰命名的国际市场营销学杰出教授



INTRODUCTION

This book is a compilation of business articles that were written in 2002. I prefer to call them brief strategic essays because my intention is not to report information to you, but to discover the useful meaning of different business situations. These meanings help us to think more effectively about our own circumstances and enable us to make better business decisions to reach our goals.

Some of these essays were written on an occasion of business when a certain key issue had to be addressed and settled. This may have been a pricing problem, a branding problem, a product development issue, a business partnership, a company acquisition, or any number of strategic

problems that arise in company situations. Other essays start with practical problems of business management and resonate to larger issues of business and economic policy that companies and countries have to face.

Most of these essays were written when I was in China. Some were written on my return to the U.S.. I try to use my time in the U. S. to see how well Chinese companies are doing in America.

The essays in this book are arranged by topics, rather than the order of time when they were written. Naturally, this may lead to some repetition and redundancy. Different pieces that were written at different times of the year may repeat a point or example.

There are six parts of this book. The first part is called Fundamentals. I speak to many executives and managers who have engineering degrees and think that marketing is a matter of sales. It is not selling and I need to demonstrate this difference in a clear manner. I hope the first three essays accomplish this purpose and give readers who may not understand the science of marketing a better appreciation for its practice and a desire to learn more about this field. I hope that my readers who have studied marketing and are practicing marketing will not be offended by my simplification of our discipline. Indeed, they may use my homilies to explain their own profession to their families and friends, who do not know their profession.

The second section on Marketing Strategy includes seven essays on branding, product development, pricing, distribution, promotion, and other strategic issues of competition in the marketplace. These essays deal with the competition for customers that both Chinese and foreign companies face in the domestic market, and how they use marketing strategies to achieve competitive advantage.

The third section is on Business Strategy. Marketing is about winning customers with profitable differentiated products. Business strategy

includes this battle for customers, but also the battle for value to the owners of businesses, whether state, private, or joint ownership. Owners need profitable company growth for personal value and social value to the community. The Chinese economy has to grow to bring greater employment and prosperity to the Chinese people. So company growth has to make social growth possible. Successful company growth is the subject of business strategy.

The Chinese economy today is part of the global economy. Large Chinese companies must not only achieve global presence, but also achieve a share of ownership of the global market. The six essays in this section deal with key issues of accomplishing company growth in the domestic and global marketplace.

The four essays in the next section, called Industry Strategy, focus on the market potential and marketing issues facing new and old Chinese industries.

The Chinese government is investing heavily in developing new industries, as well as in reorganizing and consolidating of older industries. These essays select a few industries in the throes of growth and change.

The future of the economy of every country depends upon the policies of government and the private sector. These policies regulate finance, competition, innovation, ownership, consumption, and a myriad of economic matters. This is true for China, the U.S., and the whole global economy. The five essays in this section, called Policy, deal with some key policies that will strengthen the prosperity of China's domestic market and China's place in the global economy.

The final section is called Chinese Companies in America. I want the Chinese readers to understand how Chinese companies are faring in America. Chinese brands, indigenous or acquired, need growth in the United States as well as other major world markets. Branded goods car-

ry higher margins of profit than OEM export production.

So this is the layout of the book, but who do I hope will read my book? This book is published in an English-Chinese edition. Its major sale will be in China because it is meant for Chinese state and private company executives, entrepreneurs, and managers. I hope it will also stimulate discussion in the academic community and among economists. Naturally, multinational companies will encourage their Chinese and foreign managers to read it to see how ready Chinese companies are to wage and win the war of marketing and business strategy. I hope this book will find its way to American shores and edify the American people about Chinese businesses and prosperity. With greater knowledge of each other's goals and a practice of working together, we can hopefully build a firm handshake of trust.

导 言

本书所汇编的是我 2002 年写的一些商务方面的文章。我愿意把它们称之为战略性的小品文，因为我的意图并不是向你们汇报信息，而是想探寻不同商务状况所隐含的意义。这些意义可以帮助我们更加有效地思考我们所处的环境，并做出更好的决策以达到我们的目标。

有不少文章都是在一些关键性的商务问题需要被强调和解决的情况下写成的，比如说，价格问题、品牌问题、产品开发问题、合作伙伴问题、公司购并问题以及其他一些企业经营过程中出现的战略性问题。还有一些文章则始于企业管理的实际问题，并延伸至公司和国家都不得不面对的大大的经济政策问题。

大部分文章都是我在中国时写的，少部分则是我回美国后写的。我想利用我回美国的时间看看中国公司在美国做得如何。

本书各篇文章是按照所探讨的主题而非写作时间的顺序进行整理的，因而可能会显得有些重复和冗长。在不同时间撰写的文章中，可能会重复某些论点和例证。

本书分为六个部分。第一部分是原理。我和许多工程师背景出身的企业高级管理人员交谈过，他们认为营销就是销售。**营销不是销售**，我想用一种明确的方式来证明这个观点。我希望本书的前三篇文章能够达到这个目的，使不了解营销科学的读者能够对营销实践有一个直观的了解，同时也能激发读者对营销的兴趣。我希望已经学过营销的或从事营销工作的读者不要对这些关于本学科的启蒙性质的文字感到恼火。事实上，他们可以利用我的观点向不懂营销的家人和朋友解释自己的职业。

第二部分是关于营销战略的内容，有七篇文章，包括品牌、产品开发、价格、分销、促销和其他一些有关市场竞争的战略性问题。这几篇文章主要是告诉中外公司如何在中国市场上争夺顾客以及如何运用营销战略在竞争中取得优势。

第三部分探讨的是企业战略。搞营销就应该用有利可图的差异化产品去争取客户。不管是国有、私有还是合资企业，企业战略意味着不仅要争取客户，而且要为企业所有者争取更多的价值。所有者需要通过公司利润的增长来实现个人价值和社会价值。中国经济只有不断增长才能创造更多的就业机会，才能给中国人民带来财富。所以公司的成长必须使社会的成长成为可能，成功地实现公司成长是企业战略的核心内容。

今天的中国经济是全球经济的一部分。中国的大公司不能仅仅满足于在全球市场上亮相，而应该获得实实在在的市场份额。这六篇文章探讨的就是公司在国内和全球市场上成长的关键问题。

第四部分标题为“产业战略”，其中的四篇文章重点讨论的是市场潜力以及中国新旧产业所面临的营销问题。