

营销学精选教材·英文影印版

MARKETING FOR CHINA'S MANAGERS
CURRENT AND FUTURE

市场营销学

[第2版]

〔美〕诺埃尔·凯普 (Noel Capon)
〔荷〕柏唯良 (Willem Burgers) 著
〔中〕郑毓煌 (Yuhuang Zheng)



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举报电话：010-62752024 电子邮箱：fd@pup.pku.edu.cn

丛书序言

20 世纪 80 年代,市场营销学开始在我国迅速传播和发展。80 年代以来,设立该专业或开设市场营销学课程的高等院校数量显著增多,研究工作亦有显著的进展。尤其是 90 年代以来,随着中国市场化改革进程的加快,社会急需大量的受过专业训练的市场营销人才,更是推动了我国高等院校中市场营销专业教育的迅猛发展。自此以后,市场营销学可以说是基本上实现了在我国的启蒙和普及。

随着第一阶段启蒙和普及目标的实现,当前国内对于市场营销的研究和教育开始向两个方向发展:其一就是对当前国际学术界在市场营销研究前沿的追踪和深化;其二就是结合国内市场环境的特点和经济发展的需要,实现市场营销理论的本土化,发展对中国现实更有解释力的市场营销理论。我想,这两个方向会在相当长一段时间内影响国内市场营销学的研究和教育。

营销研究的转型必然要求营销知识的传播机构,主要包括高等教育机构以及出版机构,也要做相应调整。以出版为例,在 20 世纪营销知识的传播和普及中,出版机构扮演着非常重要的角色。实际上,正是菲利普·科特勒博士的《营销管理》教材的引入(我印象中最早的版本是科学技术文献出版社出版的第 6 版)奠定了国内营销研究的学科基础,而该书从第 6 版直到第 11 版的先后引入,也见证了国内市场营销学科快速发展的历程。可以说,在国内其他领域,还很少看见一本教材会对一个学科的教学和研究能产生如此巨大和广泛的影响。然而,从另一个角度,这也许同样暴露出当前国内营销知识传播中所面临着的尴尬境地:如果说一门学科可以只用一本教科书来概括,至少说明我们对这个学科的理解和解说还缺乏足够的甚至是必要的张力和活力。

首先,按照美国市场营销学会会刊主编瓦格纳·卡马库拉的观点,市场营销学是在管理学、行为科学(心理学和社会学)和定量分析(数学和计量经济学)这三门较成熟学科的基础之上发展起来的独立学科。因此,市场营销学之中有三个侧重:侧重于管理学的叫做“市场营销学理论”,侧重行为科学的称为“消费者行为学”,而侧重营销方法论以及由此延伸出的定量分析手段的则是“市场营销科学”。所以,在市场营销的知识体系中,科特勒博士的《营销管理》只是涉及市场营销理论部分(我个人认为,本书只是营销学的入门读物,对于研究生以上层次并不适用),而营销科学(研究方法)以及消费者行为理论却没有得到同样的重视。

其次,不可否认,科特勒博士的《营销管理》确实是一本非常好的教材,他为市场营销学构建了一个较为全面的分析框架,但是他更强调一个完善的理论体系的勾勒,强调对众家之言的兼容并包,对该体系中的很多主题,却缺乏更详细的扩展和讨论。例如,渠道策略和价格策略是该书公认的薄弱章节。

最后,有些新的营销理论和观点,由于研究视角和范式的不同,很难被该书兼容,因而得不到全面的体现,如服务营销、关系营销以及组织市场营销等。

因此,也许除了科特勒,我们还应该再看点别的。

所以,我们迫切需要更加丰富和高质量的市场营销出版物。

北京大学出版社所引进出版的“市场营销学精选教材”则很好地顺应了这一要求。目前入选该套丛书的著作有三本,分别是 Roland T. Rust, Katherine N. Lemon 和 Das Narayandas 合作撰写的 *Customer Equity Management*, Roger J. Best 教授撰写的 *Market-based Management: Strategies for Growing Customer Value and Profitability* 以及 James C. Anderson 与 James A. Narus 撰写的 *Business Market Management: Understanding, Creating, and Delivering value*。这是一个开放性的书系,以后还将根据需要,陆续引进其他的品种,欢迎各位专家学者的推荐。

这些入选著作有一些共同特点:其一,这些作者均系出名门,具有深厚的理论素养,在各自领域中均为蜚声世界的大家。其二,虽然这些著作都具有极强的学术价值,但全然不是“书斋的学问”。由于这些作者在理论研究之余,均具有丰富的咨询和实践经验,这就决定了这些著作不会耽于说教、“语言无味,面目可憎”,而是深入浅出,令人耳目一新。

一般说来,一本好的营销学教材应该具备如下的重要特点:首先,一本好书应根植于对某一领域的实际研究,而许多书籍只是给学生提供了一个基于抽象的理论基础上的简单的提纲。另外,一本好书应该让学生和营销实践者们很容易看懂,并能在其指导下制定成功的策略,为此,好的教材应列举大量的相关案例,分析具有创造性的策略并结合实际进行评述。而很多书籍要么在论述时缺乏丰富的案例,要么在分析时缺乏理论的深度。

而在这两方面,该套丛书均表现出优秀教材的素质:大度、深刻且平易近人,相信它不仅对于市场营销理论的研究和学习,而且对于营销实务的操作和实践,都是极好的指南。

江涛

武汉大学市场营销系教授

2005 年 10 月于珞珈山

关于本书

适用对象

本书是专为中国现在与未来的管理者而写的一本市场营销学教科书。我们的读者主要包括在商学院学习和实践市场营销的管理学高年级本科生、硕士研究生、工商管理硕士(MBA)、高级工商管理硕士(EMBA),以及参加高级管理培训(EDP)的企业家和高级管理者等。跨国公司的高级管理者们同样可以阅读本书以更深入理解在中国的市场环境下如何设定和执行营销及相关的企业战略。

内容简介

本书将视角聚焦于管理者,而不仅仅是营销者,以增强顾客价值和股东价值为主线,重新整合营销要素,定义了一套营销原则以指导营销战略的建立,并通过大量的案例,包括成功的和失败的,将营销原理与实践相结合,帮助读者深入理解和掌握营销。

作者简介

诺埃尔·凯普(Noel Capon),哥伦比亚大学商学院市场营销系 R. C. Kopf 国际营销学讲席教授及前系主任。凯普教授拥有伦敦大学理学士和博士学位、哈佛大学商学院工商管理硕士学位以及哥伦比亚大学商学院博士学位。在《管理科学》、《营销研究学报》等众多管理及营销学术界顶级学报上发表研究论文 60 余篇,出版著作 20 余本,并被翻译成中文、西班牙文、俄文等多种文字,其中《21 世纪的营销管理》一书的中文版得到了读者的广泛好评。他同时也是美国营销学会(AMA)《管理大全手册》一书中营销学等章节的主编。

凯普教授在哥伦比亚大学商学院为 MBA、EMBA 及高层经理培训等项目讲授多门课程,并担任竞争性营销战略、战略性客户管理、销售管理、战略定价等高层经理培训项目的学术主任。此外,他还为世界各地的顶级商学院及各大公司指导和讲授高级经理课程,包括他所开创的哥伦比亚大学商学院—中欧国际工商学院(CEIBS)高层营销管理项目、瑞士圣加伦大学全球客户经理认证项目以及全球首席销售主管论坛。

柏唯良(Willem Burgers),来自荷兰的柏唯良教授是中欧国际工商学院(CEIBS)拜耳市场战略讲席教授。目前,他为 EMBA、MBA 和高层经理培训项目讲授市场学与战略学课程,荣获 2008 年和 2009 年中欧国际工商学院优秀教学奖和 2007 年 EMBA 最喜爱的教授荣誉。他同时也是荷兰 Nijenrode 大学的访问教授,并在美国哥伦比亚大学为高层经理讲授工业品营销课程。

柏唯良教授的研究与著述集中于战略学、营销学和国际商务领域,成果发表于《战略管理学报》、《国际管理评论》等期刊。他所出版的《细节营销:市场营销中你所不知的一切》、《营销揭秘》等书被翻译为中文、西班牙文、俄文、越南文、波兰文、韩文等多种文字。

柏唯良教授曾经为许多国内外公司提供咨询服务,设计或讲授公司特设课程,包括诺基亚、柯达、汉莎、诺华、路威酩轩、巴斯夫、通用电气、步步高、TCL、博时基金、神州数码、西门子、霍尼韦尔、惠普、联合利华、摩托罗拉、伊莱克斯、联通、深圳路安特、光明乳业、上海家化、江铃、真功

夫、正阳以及三明等。

郑毓煌 (Yuhuang Zheng), 清华大学经济管理学院市场营销系博士项目主任、副教授、博士生导师, 清华大学中国企业研究中心研究员。他拥有哥伦比亚大学商学院的营销学博士学位、清华大学一麻省理工学院国际工商管理硕士学位, 以及清华大学的工学士和经济学士双学位。他目前还是美国营销科学研究院(MSI)会员,《营销科学学报》编委, 以及国家自然科学基金管理科学部十二五发展战略规划咨询专家、重点项目评审专家和项目后评估专家。郑毓煌教授的研究论文发表在《营销研究学报》、《营销科学学报》等国际国内顶级营销学术期刊, 并曾多次获得国际国内营销界的学术荣誉。他的研究论文在 2011 年荣获美国营销学会(AMA)《营销研究学报》(JMR)“对营销理论、方法和实践最具影响力和长期贡献的学术论文”William O'Dell 奖的最终提名, 并在 2009—2011 连续三年荣获中国营销科学学术年会优秀论文奖。

郑毓煌教授在清华经管学院为 MBA、研究生、EDP 高级管理培训及 EMBA 等讲授多门课程, 并连续多年获得清华经管学院高级管理培训的优秀教学奖。他还担任清华营销实战案例分析高级培训项目的责任教授, 清华—中欧—哈佛高层经理培训等项目的主讲教授, 并应邀为国内外多家企业和机构如青岛海尔、国家电网、武钢集团、工商银行、中国移动、南方航空、国家大剧院、可口可乐、野村综研、宝马汽车、SK 集团、佳通轮胎等提供营销咨询和培训。

内容特色

►既国际化又聚焦中国

本书将市场营销的基本原理和中国市场的实际情况紧密结合, 除了美国、欧洲和其他亚洲公司的例子, 还提供了许多中国本土公司以及跨国公司在中国的最新例子和案例, 以帮助中国现在和未来的管理者们学习如何成功地处理营销和相关战略问题。

►以营销战略为导向

本书深入讲解比营销组合更全面的战略及营销问题, 如 B2C 和 B2B 战略的平衡、品牌战略以及非营利和公共部门营销, 并讨论大量与当代市场环境相关的新想法。

►完整的教学框架

本书的每一章都有包括学习目标、开篇案例、实战例子、核心思想、营销问题、深度讨论题、术语表等在内的完整教学框架, 以丰富学习经历。

教辅资源

本书提供了完整的教学辅助材料, 包括教学指南、测试题库、PPT 课件。任课教师可填写书后“教师反馈及教辅申请表”免费索取。

..... **DEDICATION**

To Marvella, Elmira,
Alaina, and Noel.

To Craig, William,
Alexander, Nicholas,
and Bei Hui.

To Wengui, Fengxian,
Sushuang, Manyi,
and Yixiang.

ABOUT THE AUTHORS

NOEL CAPON is the R. C. Kopf Professor of International Marketing and past Chair of the Marketing Division at the Graduate School of Business, Columbia University. Professor Capon's early education was in Britain: he holds B.Sc. and Ph.D. degrees from London University — University College. He also holds a Diploma in Business Administration from Manchester Business School, an MBA from Harvard Business School, and a Ph.D. from Columbia University — Columbia Business School.

Professor Capon joined the Columbia Business School faculty in 1979. Previously he was on the faculty of, and received tenure from, the University of California — Graduate School of Management, UCLA. He has taught and held faculty positions at Harvard Business School, in Australia — Monash University, England — Bradford Management Centre and Manchester Business School, France — INSEAD, Hong Kong — The Hong Kong University of Science and Technology (HKUST), the People's Republic of China — China European International Business School (CEIBS — Shanghai), and India — Indian School of Business (ISB — Hyderabad). Professor Capon currently holds the position of Distinguished Visiting Professor at Manchester Business School.

Professor Capon has published more than 20 books: *Corporate Strategic Planning*, *The Marketing of Financial Services: A Book of Cases*, *Planning the Development of Builders, Leaders and Managers of Twenty First Century Business*, *Why Some Firms Perform Better than Others: Towards a More Integrative Explanation*, *The Asian Marketing Case Book*, *Marketing Management in the 21st Century* (also in a Chinese edition), *Key Account Management and Planning*, *Total Integrated Marketing*, *Managing Global Accounts*, and *The Marketing Mavens*. His textbooks and related materials — *Managing Marketing in the 21st Century*, *Capon's Marketing Framework*, and *The Virgin Marketer* — and related Student Study Guides are available in English (North American and British), Russian, and Spanish-speaking Latin American editions. *Marketing for China's Managers: Current and Future* is developed specially for Chinese readers. He is also editor for sections on Marketing, as well as Sales Management and Distribution, in the *AMA Management Handbook*.

Professor Capon has published more than 60 journal articles and edited book chapters. Journals that have published his work include *Academy of Management Research*, *Academy of Management Review*, *American Journal of Public Health*, *Annals of Operations Research*, *Cognition and Instruction*, *Columbia Journal of World Business*, *Communication Research*, *Congressional Record*, *Developmental Psychology*, *Harvard Business Review*, *Industrial Marketing Management*, *Journal of Advertising Research*, *Journal of Applied Developmental Psychology*, *Journal of Applied Psychology*, *Journal of Business Administration*, *Journal of Consumer Research*, *Journal of Financial Services Research*, *Journal of International Business Studies*, *Journal of International Forecasting*, *Journal of Management Studies*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Strategic Marketing*, *Laboratory of Comparative Human Cognition*, *Management Decision*, *Management Science*, *Public Opinion Quarterly*, *Review of Marketing*, *Strategic Management Journal*, and *Transactions of the Faraday Society*.

In addition to teaching in Columbia Business School's full-time MBA and Executive MBA programs, Professor Capon is active in executive education. He has directed *Competitive Marketing Strategy*, *Strategic Account Management*, *Sales Management*, and *Strategic Pricing* programs. In addition, he directs and teaches executive seminars for leading business schools and corporations around the world. Professor Capon inaugurated Columbia Business School's highly successful executive-level *Marketing Management* program as a joint venture in Shanghai, PRC with CEIBS, the Global Account Manager Certification program with St. Gallen University in Switzerland, and the Chief Sales Executive Forum.

WILLEM BURGERS is the Bayer Chair Professor of Marketing and Strategy at the China Europe International Business School (CEIBS) in Shanghai. Currently, he teaches marketing and strategy in EMBA, MBA, and executive education programs. He won the 2008 and 2009 CEIBS Teaching Excellence Awards as well as the CEIBS EMBA 2007 Most Favorite Professor Award.

Originally from the Netherlands, Professor Burgers is also visiting professor at Nijenrode University in the Netherlands. He has also taught industrial marketing in executive programs at New York's Columbia University. Professor Burgers has been visiting Asia since 1994 and was on the faculty of Hong Kong University of Science and Technology (HKUST) from 1994-1996. He spends about nine months per year in China.

He has consulted with and designed and delivered custom executive education programs for several companies, both in China and worldwide, including Nokia, Kodak, Lufthansa, Novartis, LVMH, BASF, GE, BBK, TCL, Boshi Fund, Digital China, Siemens, Honeywell, HP, Unilever, Motorola, Electrolux, Unicom, Shenzhen Novophalt, Guang Ming, Shanghai Jahwah, Jiang Ling, Zenisun, and San Ming. Prior to his academic career, Professor Burgers worked in the United States for Toledo Scale, and in Holland and Switzerland for Philips Electronics.

Professor Burgers' academic research and publications center on strategy, marketing, and international business. His publications have appeared in *Strategic Management Journal*, *California Management Review*, *Journal of Organizational Behavior and Human Decision Processes*, *International Management Review*, and *China Business Review*. He co-authored *Marketing Management in the 21st Century* (in Chinese, Shanghai People's Publishing House) with Professors Noel Capon and Mac Hulbert, Columbia University. He is author of the best-selling *The Marketing You Never Knew* (2004) published in English, Chinese, Spanish, and Vietnamese, and *Marketing Revealed* (Palgrave Macmillan, 2008) published in English, Chinese, Russian, Polish, Korean, and Spanish.

YUHUANG ZHENG is Associate Professor of Marketing and Faculty Director of the Marketing Department's Doctoral Program at the School of Economics and Management (SEM), Tsinghua University. Previously he was on the faculty at Fordham University School of Business (New York) and has marketing and strategic planning experiences at Motorola and Compaq. Professor Zheng holds BS degrees in Engineering and Economics from Tsinghua University, an MBA from Tsinghua — MIT International MBA program, and a Ph.D. from Columbia University — Graduate School of Business.

At Tsinghua SEM, Professor Zheng teaches in the MBA, Ph.D., and Executive Programs. He is the Chair Professor for the Marketing Case Analysis Executive Program, Co-Director of the Tsinghua-INSEAD Executive Program, and teaches in the Tsinghua-CEIBS-Harvard, Tsinghua-IFM-HEC, China CEO, and many other executive programs. He also provides consulting and executive training services for many large corporations and institutions including Bank of China, Beijing Capital International Airport, China Mobile, China National Centre for Performing Arts, Coca-Cola, Haier, Mitsubishi, Pfizer, SK, State Grid, and Towngas.

Professor Zheng is an Editorial Board Member of the *Journal of Marketing Science* (JMS) in China and a member of American Marketing Association (AMA), Association for Consumer Research (ACR), Marketing Science Institute (MSI) and Society for Consumer Psychology (SCP). He also serves as an expert for the Management Science Division of National Natural Science Foundation of China (NSFC), a reviewer for ACR, AMA, *Journal of Consumer Research* (JCR), JMS, MSI, NSFC, SCP and many other top international and national academic journals, conferences, and competitions.

Professor Zheng's research interests and areas of expertise include consumer judgment and decision-making, marketing strategy, pricing and promotion strategies, customer relationship management, entrepreneurship, and Internet marketing. He is principal investigator for many national research projects, including an NSFC project and a key social sciences project funded by the Chinese Ministry of Education. He has published articles in leading international and national marketing journals including *Journal of Marketing Research* (JMR), *Journal of Experimental Psychology-General* (JEP-G), and JMS. He has also received multiple awards and honors from JMR, JMS, MSI, and other top international and national academic research organizations.

Professor Zheng has made presentations at many leading academic institutions including: China Europe International Business School (CEIBS), Cheung Kong Graduate School of Business (CKGSB), Chinese University of Hong Kong, City University of Hong Kong, Fudan University, Hong Kong University of Science and Technology (HKUST), Lingnan University, London Business School, Nankai University, Peking University, Shanghai Jiaotong University, Shenzhen University, University of British Columbia, University of Georgia, Wuhan University, and Xiamen University. He has also made many presentations to national and international conferences, and on China Central Television (CCTV), China Radio International (CRI), and many other media. He also serves as Co-Chair of Wharton's Interactive Media Initiative Conference in China.

PREFACE

This book is written for China's managers: current and future. Here you will learn about marketing's language, logic, strategy, and implementation from both Chinese and global perspectives. To get us off to a good start, we'll begin by providing you the positioning for this book.

POSITIONING

The positioning statement has four elements:

- **Customer targets.** Marketing faculty who specify texts for graduate and senior undergraduate business students and the students who will learn to practice marketing in their courses.
- **Competitor targets.** All textbooks entitled *Marketing Management*, or some close approximation, seeking to serve graduate and senior undergraduate business students.
- **Value proposition.** This text will help faculty to enhance their students' grasp of marketing. Students will learn how to successfully address simple and complex marketing problems. They will be able to infuse the organizations in which they work with a customer-focused view of business.
- **Reason to believe.** Global wisdom, local understanding. Professors Capon, Burgers, and Zheng are among the world's most experienced marketing educators, from the world's leading business schools. The authors have deep understandings of China's marketing and business practices, and extensive experience educating students at all levels of business degree programs, as well as senior and mid-level executives in major corporations globally.

PURPOSE

This book is about understanding how to develop market strategy and managing the marketing process. It is not a book that attempts to describe all there is to know about marketing, but focuses on what the prospective manager needs to know. This book differs from other senior undergraduate and introductory graduate-level marketing texts. We take a position on what we believe is a better or worse course of action for marketers. Marketing is an applied field, and we believe that textbook writers should provide guidance for good marketing practice.

Also, we focus on the manager, not just the marketer. For readers committed to a career in marketing (and we hope there are many), this book will form a solid foundation as you study marketing further and deeper. But the vast majority of you will not work in marketing departments, and will instead become senior executives, general managers, CFOs, and CEOs. We write for you also because an understanding and appreciation of marketing is central to virtually every important decision that managers make. Because this will be the only marketing course many of you will take, in a sense, this book provides what every general manager and senior executive must know about marketing.

Marketing activity lies at the core of leading and managing a business. It provides the focus for interfacing with customers. Marketing is also the source of insight about the market, customers, competitors, and complementers, and the business environment in general. Marketing is concerned with the firm's long-run relationships with customers as well as its short-run sales activity. Marketing must be a major organizational thrust, not just a responsibility assigned to a single functional department. For this reason, *Marketing for China's Managers: Current and Future* emphasizes the role of marketing in creating value for customers — this leads to the creation of value for other firm stakeholders, including shareholders and employees.

OUR CUSTOMERS: CHINA'S MANAGERS – CURRENT AND FUTURE

To better understand how marketing fits into the broader challenge of leading and managing a corporation, we address marketing at the firm or business-unit level, as well as in the marketing function. We provide you with a set of concepts and ideas for approaching marketing decisions. We also provide you with a common language for thinking about marketing issues. You will learn to structure and analyze managerial problems in marketing. This book will prepare you to deal with the core marketing issues that marketers, senior executives, general managers, and CEOs face. We also help you think strategically about your firm's markets, products, and services and help you to:

- Develop frameworks for approaching simple and complex marketing problems.
- Be able to analyze markets, customers, competitors, your company, and complementers.
- Have the ability to assess market opportunities and develop market strategy.
- Be able to design implementation programs comprising product, price, place, promotion, and service — the 4Ps and an S, otherwise known as the marketing mix.
- Understand the importance of working across organizational boundaries to align all of the firm's capabilities.
- Assess the success of your marketing initiatives.
- Gain practical experience in addressing marketing issues in a variety of contexts — domestic and international, entrepreneurial startups and established corporations, industrial and consumer, products and services, and private and public and not-for-profit sectors.

As you work your way through this book, we expect you to develop a high tolerance for ambiguity — this is a quality of all successful senior executives, general managers, and CEOs. You will learn that there are no right or wrong answers to marketing problems, just some answers that are better than others. There are no simple — or even complex — formulae in which to plug a set of numbers and find the *right* answer. Rather, you must learn to approach complex and unstructured marketing problems in a creative and measured way. Throughout the book are questions that you can address with the material in the chapter. When appropriate, we urge you to use secondary sources, especially the Internet, to dig into these questions.

OUR CUSTOMERS: MARKETING FACULTY

For professors of marketing, this book provides an opportunity to support your efforts in the classroom by presenting a contemporary perspective on how marketing works within the modern corporation. The book not only provides a firm basis in which to ground a first graduate-level or senior undergraduate marketing course, but will also challenge your students by including material and ideas not typically covered in marketing texts. Of course, we focus on how marketing should address customers' needs, but we also emphasize marketing's *bottom line* — shareholder value. By understanding and acting upon the principles and frameworks we develop in this book, students will avoid many of the pitfalls of competing in an increasingly complex, competitive, and global environment.

We believe that in order to learn how to think appropriately about marketing problems, students must develop skills in marketing problem-solving and analysis. We recommend that your course also use marketing cases and/or simulations in context with this text.¹ Rather than write or include lengthy cases in the body of the text, the Instructor's Manual and website — www.axcesscapon.com — provide numerous suggestions for cases and activities linked to the topics covered in the text. The website also shows ways to approach case analysis.

¹ We have had very good experience with Markstrat, www.stratxsimulations.com.

OUR DIFFERENTIAL ADVANTAGE

As we indicated in the foreword, many good marketing textbooks have been published over the years, but they can grow into comprehensive tomes or reference books. Further, they often contain excessive descriptive data and lots of pictures, as they move from edition to edition. We decided that we wanted to create a fresh look and feel for how marketing really works and also offer students and faculty many other compelling reasons to switch to *Marketing for China's Managers; Current and Future*. We've highlighted a few of these benefits and values that we believe clearly differentiate this book from the others:

1. **International and China focused.** We all live and work in the global economy now. Our book prepares students to compete in the global economy, be it working inside their own country or abroad. Many international textbooks offer very little content about China. Our examples and cases reflect today's economic reality, offering many examples and cases of Chinese companies aside from the examples of U.S., European, or other Asian companies.
2. **Improving shareholder value.** Business is ever more complex, and we show students the important link between success in delivering value to customers and success in improving shareholder value. We make this relationship explicit and show how world-class marketing decision-making must always consider the impact on shareholders.
3. **Normative focus.** We take a position on what should/and should not be appropriate courses of action. We believe readers should know where we stand and what we believe. In Chapter 1 we identify a set of Marketing Imperatives and a set of Marketing Principles as guides for developing market strategy. The Marketing Imperatives form the basis for the book's macro-organization. In Chapter 9, we lay out core elements of a market strategy. We believe that a strategy that does not include these elements is incomplete.
4. **New ideas relevant to modern marketing environments.** We introduce several genuinely new ideas drawn from our research and writings, and we help students develop critical thinking and problem-solving skills to use them. We believe that a textbook should present established procedures, processes, and generalized norms. However, we also believe that limiting ourselves to such a narrow mandate would perform a disservice to our readers. Changes taking place in marketing are dramatic and rapid. They require good problem-solving and analytic skills, as well as sound understanding of principles and practice.
5. **Applying the marketing mix** — as the means of **implementing the firm's market strategy**. For far too long, marketing students have completed their introductory marketing courses believing that marketing equals the marketing mix — product, price, promotion, distribution, and service. We believe other critical questions must necessarily precede decisions about marketing mix elements. For example:
 - What is the essential role of marketing?
 - What is marketing's role in increasing shareholder value?
 - What is a market strategy, and how do you know if your market strategy is complete?
 - Why are brands important, and what are key issues for developing a branding strategy?
 Only after these and other questions have been resolved should the firm make marketing-mix decisions.
6. **Balance between B2C and B2B strategies** is critically important. In our discussion, sometimes customers are consumers; other times they are organizations. We favor neither one nor the other, but put significant effort into B2B marketing to address some of the more interesting developments in marketing practice today.

7. **Branding** is an increasingly important strategic issue for firms — we devote a full chapter to this topic. On the other hand, we choose to integrate into the text other topics that sometimes command full chapters — such as international marketing or marketing information systems. This integration is more reflective of *real-world practice*, and learning is greater when these topics are presented in context.
8. **Public and not-for-profit marketing.** In this book, we focus squarely on marketing challenges facing managers in for-profit businesses. We also believe this book will prove useful for those interested in not-for-profit and public-sector marketing. First, the vast majority of concepts we discuss are readily transferable to these sectors — the major difference concerns organizational objectives. In the for-profit sector, objectives are unambiguously concerned with profit and shareholder value — in the not-for-profit and public sectors, setting objectives is often a complex undertaking. Second, our experience shows that students who develop a firm grounding in for-profit marketing are better prepared for the challenges of not-for-profit and public-sector marketing.

A PEDAGOGICAL FRAMEWORK FOR STUDYING AND LEARNING

We include several features in each chapter to enhance your learning experience. They are:

- **Learning objectives.** In each chapter, we highlight the learning you will gain from diligently studying the material in the chapter.
- **Opening case.** To bring the chapters to life, we open each chapter with a real-life example of an organization that helps focus the upcoming material.
- **Showcase examples.** Throughout the book, we showcase examples to illustrate specific elements in the chapter. We also weave examples into the body of the chapters.
- **Key ideas.** Key ideas are distributed throughout the book. They are highlighted in the margins for easy reference.
- **Marketing questions.** Within the chapters, we shall ask you questions about the material or a specific case example. Our aim is to engage you with the text and deepen your understanding.
- **Questions for study and discussion.** After the final chapter, we present a few questions that will help you reflect on the chapter material and gain deeper insight.
- **Glossary.** At the end of the book, we gather together and provide an explanation of a set of key terms by chapter. These are highlighted for easy reference.

Additional learning materials are on the website. These include:

- **Caselets.** Each chapter has one or more caselets that pose contemporary real marketing problems faced by companies.
- **Problem sets.** In chapters where it is appropriate we pose numerical problems and then show how to secure the right answer.

The book is pretty light on pictures, fluff, and entertainment value; after all, marketing is a serious business.

ORGANIZATION OF THE BOOK

As laid out in the Table of Contents, *Marketing for China's Managers: Current and Future* comprises three sections and 19 chapters:

SECTION 1 — MARKETING AND THE FIRM. This section has two chapters:

- Chapter 1, *Introduction to Managing Marketing*, provides an introduction to the book. The chapter makes the case for the critical importance of marketing in the modern corporation. We describe two key meanings of marketing — **marketing as a philosophy** and the **six marketing imperatives** that encompass the task of strategic marketing. We also discuss four principles that should form the basis for all marketing decision-making — they continue thematically throughout the book.
- Chapter 2, *The Value of Customers: Optimizing Shareholder Value* delves into the notion of customers as critical firm assets. We introduce the concept of customer lifetime value (LTV) and emphasize the importance of customer retention. We also show that, in addition to measuring product profitability, the firm should work to emulate those organizations that successfully measure customer profitability.

SECTION 2 — FUNDAMENTAL INSIGHTS FOR STRATEGIC MARKETING. The four chapters in this section focus on securing insight into the market, laying the foundation for developing market strategy.

- Chapter 3, *Market Insight*, focuses on understanding the market. We use a framework that embraces market structure, market and product evolution, industry forces, and environmental forces.
- Chapter 4, *Customer Insight*, focuses on customers — consumers and organizations. The chapter addresses three main questions: Who are the customers? What do the customers need? How do the customers buy?
- Chapter 5, *Insight about Competitors, Company, and Complementers* focuses on each of these three areas. We offer an extended section on competitors and present a five-step process — identify, describe, evaluate, project, and manage.
- Chapter 6, *Marketing Research*, focuses on marketing research methodologies to gain the insights relative to markets, customers, competitors, company, and complementers.

SECTION 3 — MARKETING IMPERATIVES. We organize the third and longest section of the book around the **Six Marketing Imperatives** that are the core of understanding the *to dos* of marketing: when and how to apply the four marketing principles.

Marketing Imperative 1 — Determine and Recommend Which Markets to Address

- Chapter 7, *Determine and Recommend Which Markets to Address*. This chapter focuses on growth opportunities. We develop growth strategy frameworks, introduce the venture portfolio, explore criteria to evaluate growth opportunities, and identify implementation methods.

Marketing Imperative 2 — Identify and Target Market Segments

- Chapter 8, *Market Segmentation and Targeting*. We cover two basic topics— methods of grouping customers into market segments, and targeting — the process of deciding which segments to address.

Both Imperatives 1 and 2 exemplify the *Principle of Selectivity and Concentration*.

Marketing Imperative 3 — Set Strategic Direction

This imperative comprises three separate chapters and advances the concept of strategy as a fundamental integrating force.

- Chapter 9, *Market Strategy — Integrating the Firm's Efforts for Marketing Success*. In this chapter, we present critical market strategy components in some depth and show how they play an integrating role in the marketing mix and the firm's other functional

programs. This chapter, in particular, illustrates the application of the Principles of Differential Advantage, Customer Value, and Integration.

- Chapter 10, *Managing Through the Life Cycle*, uses the product life cycle to focus on the competitive aspects of strategy. We adopt a scenario approach to developing strategic options in different competitive and life-cycle situations.
- Chapter 11, *Managing Brands*. We address the management of brands and the increasingly important brand equity concept.

Marketing Imperative 4 — Design the Marketing Offer

We take eight chapters to address Imperative 4. These chapters describe the marketing mix and when and how to manage each component in a way that reinforces the firm's market strategy.

- Chapter 12, *Managing the Product Line*, concerns managing product line composition. It leans heavily on strategic portfolio frameworks to complement traditional financial analysis methods. We address complementarity, product line breadth (including the trade-offs between product proliferation and simplification), extending product life, product quality, bundling, counterfeiting, secondary markets, product safety, and packaging and product disposal.
- Chapter 13, *Developing New Products*, discusses success factors for innovative companies, the relationship between marketing and innovation, and different ways to approach the innovation challenge. The chapter also describes the evolving new-product development process.
- Chapter 14, *Managing Price and Value*, focuses on pricing. Pricing has tremendous revenue and profit implications. In the chapter's two parts, we discuss developing pricing strategy and actually setting prices.
- Chapter 15, *Marketing Communications and Advertising*, presents an integrated communications framework for developing communications strategy. The chapter focuses on impersonal communication, specifically advertising, direct marketing, publicity and public relations, sales promotion, and the Internet.
- Chapter 16, *Directing and Managing the Field Sales Effort*, deals with personal selling efforts. We discuss contemporary challenges in managing the field sales effort, and use six tasks to develop elements of a sales strategy and organizational issues that the firm must address to implement the strategy.
- Chapter 17, *Distribution Decisions*. We focus on providing customers with products and services, when and where they want them. We discuss choosing and managing marketing-channel relationships, an area of substantial innovation.
- Chapter 18, *Managing Services, Customer Service, and Customer Relationship Management*. Services are important factors in all advanced economies. As product quality has improved across the board, customer service has become an increasingly important competitive weapon. We address these issues and provide a framework for customer relationship management.

Imperatives 3 and 4 draw heavily on the *Principles of Customer Value and Differential Advantage*.

Marketing Imperatives 5 and 6 — Secure Support from Other Functions: Monitoring and Controlling Performance

- Chapter 19, *Implementing the Marketing Offer: Monitoring & Controlling Firm Performance*. Here we return to the distinction between marketing as a philosophy and marketing as a function. We highlight successful externally oriented firms and develop a system for making the firm externally oriented and customer-focused. The chapter also discusses ways of ensuring the firm implements its planned marketing effort and achieves the desired results.

Both Imperatives 5 and 6 rest on the *Principle of Integration*.