

MARKET-BASED MANAGEMENT
STRATEGIES FOR GROWING CUSTOMER
VALUE AND PROFITABILITY

营销管理

提升顾客价值和利润增长的战略 [第4版]

Roger J. Best 著



北京大学出版社
PEKING UNIVERSITY PRESS

营销学精选教材·英文影印版

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出版者说明

进入 21 世纪,市场营销科学在中国开始向纵深发展,一方面,广大营销学者继续追踪国际学术界在市场营销研究前沿的探索 and 深化,另一方面,学者们也在致力于发展对中国现实更具解释力的营销理论,并且在这两个方面,都取得了非常实质性的进步和成果。营销学是一门应用科学,随着社会和经济的发展,许多新问题、新现象不断出现,新的营销理论和观点也纷纷出现,国内外学术界的研究兴趣点也就相应发生变化。在中国,营销现实日渐变得丰富多样;理论研究逐步规范化和科学化,高等院校的教学内容和方式也随之发生了很大变化,教师和学生都不再满足于 20 世纪 80 年代引进的一批偏重管理学的“营销学理论”教科书。营销学科在中国的日渐成熟和发展,迫切要求具有更高学术水平和更强现实指导能力的教科书,不但能够带给学生最前沿、最深刻的学术思想和从事研究的科学方法,而且教给学生在实际工作中进行正确决策的科学指导。

基于此,北京大学出版社引进出版了《营销学精选教材》系列丛书(本丛书包括影印版和翻译版,个别影印版有局部删节),在选择这些书的过程中,我们得到了北京大学光华管理学院郭贤达老师,西安交通大学管理学院庄贵军老师,武汉大学经济管理学院汪涛老师,大连理工大学管理学院董大海老师,中国人民大学商学院李先国老师等学者的真诚帮助,在此,对他们表示最诚挚的感谢!我们希望这些书带给广大读者的是对营销科学的兴趣和激情,是深刻的学术思想和科学的研究方法,是从事营销实际工作时最好用的工具,同时也是广大教师和学生最好用的教科书。

《营销学精选教材》是一个开放的系列,根据现实情况的发展和需要,我们还会陆续引进其他品种,在此,诚邀各位专家学者热情推荐优秀的营销学图书(em@pup.pku.edu.cn)。此外,真诚欢迎广大读者在使用过程中对我们的图书提出宝贵的意见和建议。

北京大学出版社
经济与管理图书事业部
2005 年 12 月

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“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

本书适用于市场营销专业本科生、研究生以及市场营销专业人士。

内容简介

这本突破性的图书提供了在当今的商业环境中运用市场驱动战略所需要的工具和过程。Roger Best 的书被证明是一本令人耳目一新的替代品——替代了许多以理论性和概念性为中心的营销学书籍,因为本书是建立在绩效导向和学以致用理念之上的。全书不仅有助于读者对市场营销学理论和知识有一个全面而系统的了解,而且提供了一套市场营销的实用工具,尤其受到了专业人士的欢迎。

作者简介

Roger J. Best 是 Oregon 大学营销学荣誉退休教授,也是营销绩效调查公司(marketing excellence survey)的业主和总经理。他曾就职于 GE 公司,同时从事工程和产品管理两方面的工作,后任教于 Arizona 大学和 Oregon 大学,曾获杰出 MBA 教师奖和 AMA 的优秀营销教学奖。他发表了五十多篇论文,并在 1988 年获得营销科学本年度杰出论文奖。在过去的二十年中,Best 活跃在营销战略咨询和管理教育领域的公司中,这些公司包括:3M、GE、道化学公司、道-科宁、杜邦等。

本版特色

本书第四版建立在绩效导向的基础上,并且始终贯穿着这样的理念:学以致用才是真正的学习。本版保留了前几版的重点内容:市场导向和制定传递更高水平的客户满意、顾客价值和盈利性的战略所需要的工具和过程。本版的特色在于强调了市场绩效和营销战略在企业盈利中的作用。本版还包括了顾客忠诚、营销绩效度量、顾客关系营销以及品牌-产品线战略等方面更多、更广泛的内容,更重要的是在每章最后都增加了营销绩效工具。本书具有很强的可读性,教师和学生以及营销专业人士会因为这一点而更加喜欢这本书。

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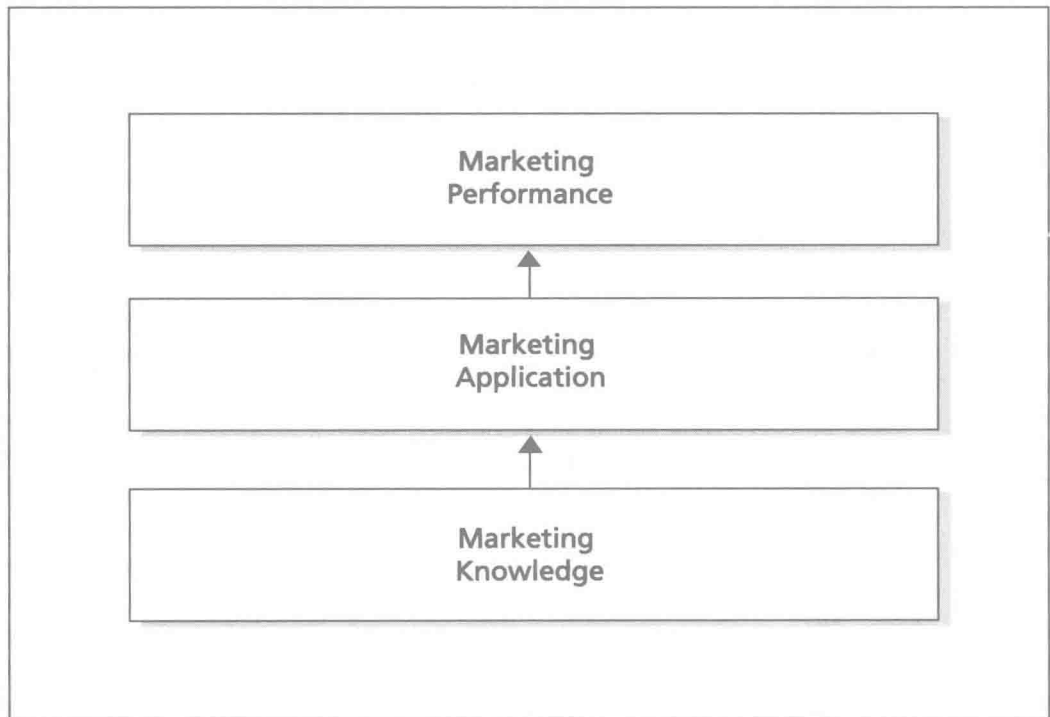
To my toughest critics — Robin, Mary, and Oliver

PREFACE

■ Gains in marketing knowledge without application are missed learning opportunities.

— Dr. Roger J. Best

This fourth edition of *Market-Based Management* is built around a performance orientation and the belief that real learning occurs only with application of knowledge. As shown in the following figure, marketing knowledge is the driver of improved marketing performance but this can only be achieved with marketing application and experience.



Based on positive feedback from students, professors, and those working in the field of marketing, I was encouraged to continue to build on this philosophy with this fourth edition of *Market-Based Management*. The strength of the book retains its focus on market orientation and the processes and tools for building marketing strategies that deliver superior levels of customer satisfaction, value, and profitability. The differentiating feature of this book is its focus on marketing performance and marketing profitability and the role marketing strategies play in building the profits of a business. The best way to accomplish this is with market-driven strategies that attract, satisfy, and retain target customers with a value that is superior to competing products or services.

The fourth edition builds on this continuing theme in several ways. A special effort was made to include more coverage of customer loyalty, marketing performance metrics, customer relationship marketing, and brand and product-line strategies. Perhaps even more important is the addition of the Marketing Performance Tools at the end of each chapter. These online tools will allow users of *Market-Based Management* the opportunity to apply their marketing knowledge and develop further marketing insights. For instructors, the Marketing Performance Tools can be used to create additional assignments.

Market-based management is intuitively easy but deceptively difficult. The reason marketing students and marketing professionals like this book is because it is readable, and because it presents the tools and processes needed to actually build a market-driven strategy. The concepts, by themselves, are important and are the backbone of market-based management. However, they are of limited value if they cannot be applied in a way that delivers superior customer value and profitability. Those in marketing need to take a greater level of responsibility for managing profits and the external performance metrics of a business. This is an important benefit of this book. It is my hope that this book will help you in your understanding of, commitment to, and practice of market-based management.

Roger J. Best
Emeritus Professor of Marketing
University of Oregon

INSTRUCTIONAL SUPPORT

Various teaching supplements are available to accompany this textbook. They consist of the following:

- Instructor's Manual with Test Item File
- Instructor's Resource CD, which includes the Word files for the above mentioned items, plus PowerPoint files and TestGen EQ software
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- Scroll down the Instructor Resources page and you will see supplement download links. (Look for the small disk icons.)
- Click on any download link; you will be taken to a login page. Follow the instructions to register if you have not already done so. Once your status as an instructor has been validated (allow 24–48 hours), you will receive an e-mail message confirming your username and password. You only need to register once to access any Prentice Hall instructor resource.

ABOUT THE AUTHOR



Dr. Roger J. Best is an emeritus professor of marketing at the University of Oregon and president and owner of the Marketing Excellence Survey. He earned a bachelor of science in electrical engineering from California State Polytechnic University in 1968. Following graduation, he joined the General Electric Company where he worked in both engineering and product management. While at GE, he received a patent for a product he developed. Dr. Best completed his MBA at California State University, Hayward in 1972 and received his doctorate from the University of Oregon in 1975. He taught at the University of Arizona from 1975 to 1980 and the University of Oregon from 1980 to 2000. He currently teaches part-time in the University of Oregon MBA program where in 2004 he won the Outstanding MBA Teacher Award.

Over the past 25 years, he has published over 50 articles and won numerous teaching awards. In 1998, he received the American Marketing Association Distinguished Teaching in Marketing Award. In 1988, the Academy of Marketing Science voted an article on marketing productivity by Del Hawkins, Roger Best, and Charles Lillis the Outstanding Article of the Year. Dr. Best also developed the Marketing Excellence Survey (www.MESurvey.com), a benchmarking tool for assessing a manager's marketing knowledge and market attitudes based on a worldwide database of over 25,000 managers and MarkProf (www.MarkProf.com), a marketing profitability program to help marketing managers better manage the profit impact of marketing strategies.

Over the past 20 years, Dr. Best has been active in working with a variety of companies in both marketing strategy consulting and management education. These companies include 3M, General Electric, Dow Chemical, Dow Corning, DuPont, Eastman Kodak, MediaOne, Lucas Industries, Tektronix, ESCO, Pacific Western Pipe, James Hardie Industries, Sprint, and US West. Dr. Best has also taught many executive management education programs at INSEAD Fontainebleau, France.

ACKNOWLEDGMENTS

A book such as this is an assimilation of knowledge from many sources. It is an integration of perspectives intended for a particular audience. An author's added value is in the focus, integration, and presentation, but the basic knowledge is derived from many sources. I would like to acknowledge specific individuals whose knowledge contributed to my understanding of marketing and shaped many of the ideas presented in this fourth edition of *Market-Based Management*. These individuals include Stewart Bither, John Cady, George Day, Del Hawkins, Thomas Kinnear, Jean-Claude Larreche, Charles Lillis, Joseph Newman, and Donald Tull.

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