

Mc
Graw
Hill
Education

〔美〕小奥维尔·C.沃克 (Orville C. Walker, Jr.)

〔英〕约翰·W.马林斯 (John W. Mullins)

著

李先国等 译注

营
销
学
精
选
教
材
·
双
语
注
释
版

营销战略

以决策为导向的方法

MARKETING 7E
STRATEGY

A DECISION-FOCUSED APPROACH

第7版

Mc
Graw
Hill
Education



北京大学出版社
PEKING UNIVERSITY PRESS

营销战略

以决策为导向的方法

7E **MARKETING STRATEGY**
A DECISION-FOCUSED APPROACH

[美] 小奥维尔·C. 沃克 (Orville C. Walker, Jr.)

[英] 约翰·W. 马林斯 (John W. Mullins)

著 李先国等 译注

第7版

浙江工业大学
图书馆藏书



浙江工业大学图书馆



72060691



北京大学出版社
BEIJING UNIVERSITY PRESS

著作权合同登记号 图字: 01-2012-0387

图书在版编目(CIP)数据

营销战略:以决策为导向的方法. 第7版:英文/(美)沃克(Walker, O. C.), (英)马林斯(Mullins, J. W.)著;李先国等译注. —北京:北京大学出版社, 2014. 7

(管理学精选教材·双语注释版)

ISBN 978-7-301-24397-8

I. ①营… II. ①沃…②马…③李… III. ①营销战略—教材—英文 IV. ①F713.50

中国版本图书馆CIP数据核字(2014)第127305号

Orville C. Walker, Jr., John W. Mullins

Marketing Strategy: A Decision-Focused Approach, seventh edition

ISBN 0-07-338115-2

Copyright © 2011 by McGraw-Hill Education.

All Rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including without limitation photocopying, recording, taping, or any database, information or retrieval system, without the prior written permission of the publisher.

This authorized bilingual edition is jointly published by McGraw-Hill Education (Asia) and Peking University Press. This edition is authorized for sale in the People's Republic of China only, excluding Hong Kong, Macao SARs and Taiwan.

Copyright © 2013 by The McGraw-Hill Asia Holdings(Singapore)PTE. LTD and Peking University Press.

版权所有。未经出版人事先书面许可,对本出版物的任何部分不得以任何方式或途径复制或传播,包括但不限于复印、录制、录音,或通过任何数据库、信息或可检索的系统。

本授权双语版由麦格劳-希尔(亚洲)教育出版公司和北京大学出版社合作出版。此版本经授权仅限在中华人民共和国境内(不包括香港特别行政区、澳门特别行政区和中国台湾地区)销售。

版权© 2013 由麦格劳-希尔(亚洲)教育出版公司与北京大学出版社所有。

本书封面贴有 McGraw-Hill Education 公司防伪标签,无标签者不得销售。

书名:营销战略:以决策为导向的方法(第7版)

著作责任者:[美]小奥维尔·C.沃克 [英]约翰·W.马林斯 著 李先国等 译注

策划编辑:刘京

责任编辑:兰慧

标准书号:ISBN 978-7-301-24397-8/F·3969

出版发行:北京大学出版社

地址:北京市海淀区成府路205号 100871

网址: <http://www.pup.cn>

新浪微博: @北京大学出版社 @北京大学出版社经管图书

电子信箱: em@pup.cn QQ: 552063295

电话: 邮购部 62752015 发行部 62750672 编辑部 62752926 出版部 62754962

印刷者:北京宏伟双华印刷有限公司

经销者:新华书店

787毫米×1092毫米 16开本 印张23.75 462千字

2014年7月第1版 2014年7月第1次印刷

定价:55.00元

未经许可,不得以任何方式复制或抄袭本书之部分或全部内容。

版权所有,侵权必究

举报电话:010-62752024 电子信箱: fd@pup.pku.edu.cn

出版者序

作为一家致力于出版和传承经典、与国际接轨的大学出版社,北京大学出版社历来重视国际经典教材,尤其是经管类经典教材的引进和出版。自2003年起,我们与圣智、培生、麦格劳-希尔、约翰-威利等国际著名教育出版机构合作,精选并引进了一大批经济管理类的国际优秀教材。其中,很多图书已经改版多次,得到了广大读者的认可和好评,成为国内市面上的经典。例如,我们引进的世界上最流行的经济学教科书——曼昆的《经济学原理》,已经成为国内最受欢迎、使用面最广的经济学经典教材。

呈现在您面前的这套“引进版精选教材”,是主要面向国内经济管理类专业本科生、研究生的教材系列。经过多年的沉淀和累积、吐故和纳新,本丛书在各方面正逐步趋于完善:在学科范围上,扩展为“经济学精选教材”“金融学精选教材”“国际商务精选教材”“管理学精选教材”“会计学精选教材”“营销学精选教材”“人力资源管理精选教材”七个子系列;在课程类型上,基本涵盖了经管类各专业的主修课程,并延伸到不少国内缺乏教材的前沿和分支领域;即便针对同一门课程,也有多本教材入选,或难易程度不同,或理论和实践各有侧重,从而为师生提供了更多的选择。同时,我们在出版形式上也进行了一些探索和创新。例如,为了满足国内双语教学的需要,我们改变了影印版图书之前的单纯影印形式,而是在此基础上,由资深授课教师根据该课程的重点,添加重要术语和重要结论的中文注释,使之成为双语注释版。此次,我们更新了丛书的封面和开本,将其以全新的面貌呈现给广大读者。希望这些内容和形式上的改进,能够为教师授课和学生学习提供便利。

在本丛书的出版过程中,我们得到了国际教育出版机构同行们在版权方面的协助和教辅材料方面的支持。国内诸多著名高校的专家学者、一线教师,更是在繁重的教学和科研任务之余,为我们承担了图书的推荐和评审工作;正是每一位评审者的国

际化视野、专业眼光和奉献精神,才使得本丛书聚木成林,积沙成滩,汇流成海。此外,来自广大读者的反馈既是对我们莫大的肯定和鼓舞,也总能让我们找到提升的空间。本丛书凝聚了上述各方的心血和智慧,在此,谨对他们的热忱帮助和卓越贡献深表谢意!

“千淘万漉虽辛苦,吹尽狂沙始到金。”在图书市场竞争日趋激烈的今天,北京大学出版社始终秉承“教材优先,学术为本”的宗旨,把精品教材的建设作为一项长期的事业。尽管其中会有探索,有坚持,有舍弃,但我们深信,经典必将长远传承,并历久弥新。我们的事业也需要您的热情参与!在此,诚邀各位专家学者和一线教师为我们推荐优秀的经济管理图书(em@pup.cn),并期待来自广大读者的批评和建议。您的需要始终是我们为之努力的目标方向,您的支持是激励我们不断前行的动力源泉!让我们共同引进经典,传播智慧,为提升中国经济管理教育的国际化水平做出贡献!

北京大学出版社
经济与管理图书事业部

关于本书

适用对象

本书适用于市场营销专业本科生和研究生。

内容简介

本书简明扼要地介绍了营销战略的基本原理,教会你必要的工具和框架,使你能够成为高效的营销决策制定者。本书的特色在于它的营销决策导向,重点关注营销管理者和企业家每天必须制定的战略性和策略性的营销决策。

作者简介

小奥维尔·C.沃克(Orville C. Walker, Jr.),明尼苏达大学卡尔森管理学院名誉教授,最近成为詹姆斯·D.沃特金斯(James D. Watkins)营销教席教授和博士生导师。他从俄亥俄州立大学获得了社会心理学硕士学位,并从威斯康星大学麦迪逊分校获得营销学博士学位。

小沃克有3本合著著作,并在各类学术和商业刊物上发表了50多篇研究论文。他的研究曾获得多个奖项,包括《营销调研杂志》颁发的奥德尔奖、《营销杂志》颁发的梅纳德奖,以及美国市场营销协会销售管理兴趣小组颁发的终生成就奖。

小沃克曾经是多家企业和非营利组织的顾问,还曾参与世界“高层管理者培训与发展计划”的教学项目,包括波兰、瑞士、苏格兰和中国香港的教学项目。然而,小沃克一生遇到的最大的商业挑战也许还是作为西威斯康星州的特别行政区的一个葡萄园所有者兼管理者,试图使葡萄园扭亏为盈。

约翰·W.马林斯(John W. Mullins),伦敦商学院管理实践项目的助理教授。他在斯坦福大学商学院研究生院获得MBA学位,随后在明尼苏达大学获得营销博士学位。作为一个多次获奖的教师,马林斯将其在发展迅速的公司,包括他创立的风险投资公司(其中一家已经上市)中20年的管理经验带入到他的教学和研究中。

从1992年成为商学院教授开始,马林斯已经在各种出版物(包括《哈佛商业评论》《产品创新管理杂志》和《商业风险杂志》)上发表了40多篇文章。他的研究曾获得来自营销科学学会、美国市场营销协会和理查德·D.欧文基金会等机构颁发的奖励。为了更好地做好咨询、行政培训、案例写作等工作,马林斯经常前往非洲、印度和中国。他最畅销的书《创业测试:企业家及经理人在制定商业计划前应该做些什么》明确了如何评估和塑造市场机会。马林斯还是《营销管理:战略决策制定方法》(第7版)的合著者。

本版特色

- 在保留原有整体构架和编写思路的基础上,重新审编了每一个章节,更新了用于举证说明的实践性证据。
- 这本书因全球视角而著名,这个版本也不例外,添加了许多快速增长的新兴经济体的案

例,以及反映如何度量营销业绩的新案例。

● 对于营销人员来说,互联网普及的重要性日益彰显,本版做了大幅度更新,反映新经济的最新发展。

教辅资源

本书配套教辅资源包括教师手册、PPT 课件、推荐案例、推荐阅读和题库,任课老师可填写书后教辅申请表来函索取。

About the Authors

Orville C. Walker, Jr.

Orville C. Walker, Jr., is Professor Emeritus in the University of Minnesota's Carlson School of Management, where he served until recently as the James D. Watkins Professor of Marketing and Director of the PhD Program. He holds a master's degree in social psychology from Ohio State University and a PhD in marketing from the University of Wisconsin–Madison.

Orville is the coauthor of three books and has published more than 50 research articles in scholarly and business journals. He has won several awards for his research, including the O'Dell award from the *Journal of Marketing Research*, the Maynard award from the *Journal of Marketing*, and a lifetime achievement award from the Sales Management Interest Group of the American Marketing Association.

Orville has been a consultant to a number of business firms and not-for-profit organizations, and he has taught in executive development programs around the world, including programs in Poland, Switzerland, Scotland, and Hong Kong SAR of China. Perhaps his biggest business challenge, however, is attempting to turn a profit as the owner-manager of a small vineyard in western Wisconsin.

John W. Mullins

Professor of Management practice in Marketing and Entrepreneurship at London Business School. He earned his MBA at the Stanford Graduate School of Business and, considerably later in life, his PhD in marketing from the University of Minnesota. An award-winning teacher, John brings to his teaching and research 20 years of executive experience in high-growth firms, including two ventures he founded, one of which he took public.

Since becoming a business school professor in 1992, John has published more than 40 articles in a variety of outlets, including *Harvard Business Review*, *Sloan Management Review*, the *Journal of Product Innovation Management*, and the *Journal of Business Venturing*. His research has won national and international awards from the Marketing Science Institute, the American Marketing Association, and the Richard D. Irwin Foundation.

John's consulting, executive education, and case-writing regularly take him to destinations in Africa, India, and China. John's best-selling trade book, *The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan*, is the definitive work on the assessment and shaping of market opportunities. John is also coauthor of *Marketing Management: A Strategic Decision-Making Approach*, 7th edition.

Preface

WHY THIS COURSE?

The best of the leading business schools and other executive education programs offer capstone or other elective courses in marketing whose strategic perspective challenges students to “pull it all together” and integrate what they have learned in earlier courses—including those in marketing and other disciplines—in making strategic marketing decisions. Whether called Marketing Strategy, Strategic Market Planning, Strategic Brand Management, or something else, such courses typically ask students to apply what they learn to decision-making in case studies that bring alive real marketing situations. Many also ask students to complete a term-long project of some kind, such as the development of a marketing plan for a new or existing product or a new venture. We have written this text to serve exactly these kinds of case-based and project-based capstone and advanced elective courses.

WHY THIS BOOK?

Why did your instructor choose this book? Chances are that it was for one or more of the following reasons:

- Among your instructor’s objectives is to give you the necessary tools and frameworks to enable you to be an effective contributor to marketing **decision-making**, whether as an entrepreneur or in an established firm. This book’s focus on decision-making sets it apart from other texts that place greater emphasis on *description* of marketing phenomena than on the strategic and tactical marketing *decisions* that marketing managers and entrepreneurs must make each and every day.
- Your instructor prefers a tightly written text whose strategic perspectives serve as a **concise foundation** around which a broader set of materials, such as case studies or supplementary readings that fit the specific theme of the course, are assembled. This text assumes student familiarity with—and thus does not repeat—the basics of buyer behavior, the 4 Ps, and other marketing fundamentals typically covered in earlier courses.
- Your instructor wants to use the most current and **Web-savvy** book available. We integrate the latest new-economy developments into each chapter, and we devote an entire chapter—Chapter 11—to the development of marketing strategies for the new economy. In addition, we supplement the book with an interactive Web site to help you learn and to help your instructor choose the best case and other materials and in-class activities. Our goal—and probably that of your instructor, as well—is to make both the latest Web-based tools as well as time-tested marketing principles relevant to those of you who will work in either old- or new-economy companies.
- Your instructor appreciates and believes you will benefit from the **real-world, global perspectives** offered by the authors of this book. Our combined entrepreneurial, marketing management, and consulting experience spans a broad variety of manufacturing, service, software, and distribution industries and has taken us—and thereby you, the reader—around the world many times over.

As the reader will see from the outset in Chapter 1, marketing decision-making is a critical activity in every firm, including start-ups—not just in big companies with traditional marketing departments. Further, it is not just marketing managers who make marketing decisions. People in nearly every role in every company can have a powerful influence on how happy its customers are—or are not—with the goods and services the company provides. Stockbrokers must attract new customers. Accounting and consulting firms must find ways

to differentiate their services from other providers so their customers have reasons to give them their business. Software engineers developing the next great Internet application must understand how their technology can benefit the intended customer, for without such benefits, customers will not buy. Thus, we have written this book to meet the marketing needs of readers who hope to make a difference in the long-term strategic success of their organizations—whether their principal roles are in marketing or otherwise.

In this brief preface, we want to say a bit more about each of the four distinctive benefits—bulleted previously—that this book offers its readers. We also point out the key changes in this edition compared to previous ones, and we thank our many students, colleagues, and others from whom we have learned so much, without whom this book would not have been possible.

A FOCUS ON DECISION-MAKING

This seventh edition of *Marketing Strategy: A Decision-Focused Approach* retains the strategic perspectives that have marked the earlier editions, while providing, in each chapter, specific tools and frameworks for **making marketing decisions** that take best advantage of the conditions in which the firm finds itself—both internally, in terms of the firm’s mission and competencies, and externally, in terms of the market and competitive context in which it operates.

This decision-focused approach is important to students and executives who are our readers, because in most advanced marketing management classes and executive courses, the students or participants will be asked to make numerous decisions—decisions in case studies about what the protagonist in the case should do; decisions in a course project, such as those entailed in developing a marketing plan; or decisions in a marketing simulation game.

Our decision-focused approach is also important to employers, who tell us they want today’s graduates to be prepared to “hit the ground running” and contribute to the firm’s decision-making from day one. The ability to bring thoughtful and disciplined tools and frameworks—as opposed to seat-of-the-pants hunches or blind intuition—to marketing decision-making is one of the key assets today’s business school graduates offer their employers. This book puts the tools in the toolbox to make this happen. In the end, employers want to know what their new hires can *do*, not just what they *know*.

A CONCISE STRATEGIC FOUNDATION

This seventh edition serves as a **concise foundation** for a capstone or advanced elective course in marketing whose focus is on strategic issues. By combining this book with supplemental readings and/or cases, instructors can design a rich and varied course in which students learn experientially, as they focus on the various strategic decisions that define contemporary marketing theory and practice.

Because the book is concise, students learn the key strategic principles quickly, so they can devote most of their reading and prep time to the *application* of those principles to cases or a course project. The book’s concise strategic focus also helps instructors build specialized elective courses—in Strategic Brand Management or in Marketing in the New Economy, for example—that draw on supplemental readings to complete the thematic picture.

WEB-SAVVY INSIGHTS

Because this book has been written by authors who teach at Web-savvy institutions and work with Web-savvy companies, it brings a realistic, informed, and **Web-savvy perspective** to an important question many students are asking: “Has the advent of the Internet changed all the rules?” Our answer is “well, yes and no.” On one hand, the Internet has made available a host of new marketing tools—from blogs to RSS feeds to e-mail

marketing to delivery of digital goods and services over the Internet—many of which are available to companies in the so-called old and new economies alike. On the other hand, time-tested marketing fundamentals—such as understanding one’s customers and competitors and meeting customer needs in ways that are differentiated from the offerings of those competitors—have become even more important in the fast-moving, dot-com world, as the many dot-com failures a few years ago attest.

Thus, throughout the book, we integrate examples of new-economy companies—both successful and otherwise—to show how both yesterday’s and today’s marketing tools and decision frameworks can most effectively be applied. Because the advent of the Internet and other new-economy technologies is so important in its own right, however, we also devote Chapter 11 to new-economy strategies in order to provide marketers in all kinds of companies with a roadmap for decisions about where, when, and how to deploy new-economy tools.

A REAL-WORLD, GLOBAL PERSPECTIVE

Theory is important because it enhances our understanding of business phenomena and helps managers think about what they should do. It is in the *application* of theory—to the world of marketing practice—where we believe this book excels. Our decision focus is all about application. But we don’t just bring an academic perspective to the party, important as that perspective is.

Both of us have successfully started and managed entrepreneurial companies—a vineyard in Orville’s case and a fresh pasta company and outdoor products company as part of the 20 years of executive experience with large companies and small ones that preceded John’s academic career. In short, both of us have practiced the marketing lessons we preach, and we have the battle scars to prove it.

Both of us bring a rich variety of both domestic American and international consulting and executive education experience, with the latter ranging from Scotland to South Africa, from London to Lagos, from Hyderabad to Hong Kong and more. John’s platform at London Business School, one of the world’s most global institutions, keeps us in touch with the latest development on the global business scene.

Both of us have contributed the fruits of our research to the growing body of knowledge in the marketing management, marketing strategy, new products, and entrepreneurship arenas.

The result of our collective and varied experience and expertise is a book marked by its **real-world, global perspective**. The book’s many examples of real people from around the world making real strategic marketing decisions include examples of start-ups and high-growth companies as well as examples of larger, more established firms.

WHAT’S NEW IN THIS EDITION?

In this seventh edition of *Marketing Strategy*, we’ve gone to considerable lengths to address four key trends that are sweeping the world of marketing theory and practice, trends that are creating opportunities for well-educated graduates to bring new tools and ideas to their employers or to their own entrepreneurial ventures:

- The growing interest among students everywhere in learning what it will take to run their own companies, whether now—upon, or even before, graduation—or later in their careers.
- The growing importance of emerging markets such as India, China, Brazil, and Russia on the global economic stage and the growing realization in companies everywhere that business today is a global game.
- The increasing attention being given in many companies to issues concerning the measurement of marketing performance and the extent to which marketing activities and spending contribute to the creation of shareholder value.

- The inexorable rise of the Internet, social networking, blogs, and so on and their wider implications for marketers.

We've addressed the first of these issues, students' growing interest in all things entrepreneurial, by adding more examples throughout the book of how entrepreneurial companies—not just large, established ones—are using the strategic tools and frameworks that this book brings to life. As the author team knows from personal experience, the entrepreneurial path is a long and difficult—but always exciting—one, and we'd like our readers who choose such a path to be well equipped for the journey.

Recent editions of this book have been known for their global perspective, and this edition is no exception. We have added many new examples highlighting companies outside the United States, including an opening vignette on Korea's consumer electronics powerhouse Samsung in Chapter 1. We've made a special effort in this revision to add examples from **fast-growing emerging economies** such as China, India, and Russia. For many firms, developing countries are crucial sources of supply, high-potential markets for what the company produces, or both. Thus, we've added examples throughout the book that focus either on companies headquartered in developing countries or on the marketing programs of multinational firms designed to attract customers in those countries.

To reflect the growing interest—some would say concern—about the **measurement of marketing performance**, we've added new material to Chapter 13 to reflect some of the latest thinking about marketing metrics and the extent to which marketing activities can be shown to contribute to the firm's bottom line and to the creation of shareholder value. New technology that can bring up-to-the-minute performance data to managers' desktops is having profound effects on how today's most forward-thinking companies are run. Readers of this seventh edition should be equipped to contribute to the development of executive dashboards and other systems for measuring and tracking marketing performance.

Perhaps nothing, however, provides a greater opportunity for today's marketing graduates than the **continuing rise of Internet penetration** around the world and its growing importance for marketers—whether as a vehicle for promoting one's brand and building loyalty, a means of conducting marketing research, a way to disintermediate one's distribution channel and reach customers directly, or for other reasons. We've substantially updated Chapter 11 to reflect the latest new-economy developments, such as blogs, RSS feeds, e-mail marketing, search engine optimization, and much more. In particular, we have expanded our coverage of social networking and mobile advertising on cellular phones in order to explore the potential of these fast-growing developments for marketing practitioners.

In addition to these more significant changes, every chapter has been refreshed, its examples updated, and the latest empirical evidence of what works and what doesn't incorporated. Despite these updates, the overall structure and flow of this seventh edition remains unchanged. Perhaps most importantly, its emphasis on strategic **decision-making** remains intact. This book's decision-focused approach remains its key strength.

SPECIAL FEATURES

There are several special features we've used to call the reader's attention to key concepts and examples, to make the book more readable and its key themes more engaging, and to direct both readers and instructors to additional resources to help make our marketing strategy subject matter come alive. These features include the following:

- **Case vignettes:** We open each chapter with a brief case vignette to illustrate how some of that chapter's key themes have been applied in a real company, chosen with the book's global focus clearly in mind.

- Strategic issues: We note in the margins key concepts or questions that are addressed more thoroughly in the adjacent text, to ensure that time-pressed readers don't overlook critical information or crucial questions they should ask.
- Global and Internet icons: We place icons in the margins to call the reader's attention to global examples as well as examples of how marketing strategy concepts are playing out in the Internet arena.
- Marketing plan exercises: Because many of our readers will be asked to prepare a marketing plan, whether on the job or as a class project, we highlight at the end of each chapter how that chapter's material might be effectively put to use in developing a marketing plan.
- Online learning center at www.mhhe.com/walker7e: We have placed a variety of supplemental materials for students and instructors on the book's Web site. To help students 'crack tomorrow's case' or 'pass the exam', the student resources include chapter quizzes and review material. Instructor resources include an instructor's manual, PowerPoint slides, and a test bank. In addition, we provide a list of recommended readings and cases to enable instructors to choose the most current and compelling materials in designing or updating a case-based or project-based course that's focused on marketing strategy or related issues

THANKS!

Simply put, this book is not solely our work—far from it. Many of our students, colleagues, and those we work with in industry have made contributions that have significantly shaped our perspectives on marketing decision-making. We are grateful to all of them. We wish to give special thanks to Johanna Walker and Felicia Collins of London Business School. Johanna's deep experience in doing business on the Web since nearly the beginning of Internet time has been instrumental in the extensive updating of Chapter 11. Without Felicia's research skills, the examples in this book would be fewer in number and far less compelling.

We would also like to thank the following reviewers for their outstanding comments: Mary Robin Whitney, Zicklin/Baruch/CUNY; Feisal Murshed, Towson University; Angela Hausman, Xavier University; Dennis Pitta, University of Baltimore.

We also thank a small army of talented people at McGraw-Hill/Irwin for their work that has turned our rough manuscript into an attractive and readable book. In particular, our editors, Laura Spell, Robin Reed, and Lori Bradshaw have been instrumental in giving birth to this edition. Without them, we'd probably still be writing!

Finally, we thank our parents, without whom, of course, neither of us would be here. To all of you we extend our love, our respect, and our gratitude for passing on to us your curiosity and your passion for learning. We therefore dedicate this book to Jeannette and Orville Walker, Sr., and to Alice and Jack Mullins.

Orville C. Walker, Jr.

John W. Mullins

Stockholm, Wisconsin, and London

Summer 2009

简 明 目 录

第一部分 战略概述	1
1. 成功的企业、业务以及营销战略背后的市场导向视角	3
2. 公司层战略决策及其对营销战略的影响	31
3. 业务层战略及其对营销战略的影响	57
第二部分 机会分析	83
4. 了解市场机会	85
5. 评估市场机会：预测和市场知识	111
6. 瞄准具有吸引力的细分市场	133
7. 差异化与品牌定位	153
第三部分 制定营销战略	175
8. 进入新市场的营销战略	177
9. 成长市场的营销战略	205
10. 成熟和衰退市场的营销战略	231
11. 新经济市场的营销战略	263
第四部分 实施与控制	291
12. 有效执行的组织和计划	293
13. 营销绩效的测量与控制	319
人名索引	345
主题索引	349

Brief Table of Contents

Preface xi

SECTION ONE

Introduction to Strategy 1

1. Market-Oriented Perspectives Underlie Successful Corporate, Business, and Marketing Strategies 3
2. Corporate Strategy Decisions and Their Marketing Implications 31
3. Business Strategies and Their Marketing Implications 57

SECTION TWO

Opportunity Analysis 83

4. Understanding Market Opportunities 85
5. Measuring Market Opportunities: Forecasting and Market Knowledge 111
6. Targeting Attractive Market Segments 133
7. Differentiation and Brand Positioning 153

SECTION THREE

Formulating Marketing Strategies 175

8. Marketing Strategies for New Market Entries 177
9. Strategies for Growth Markets 205
10. Strategies for Mature and Declining Markets 231
11. Marketing Strategies for the New Economy 263

SECTION FOUR

Implementation and Control 291

12. Organizing and Planning for Effective Implementation 293
13. Measuring and Delivering Marketing Performance 319

Name Index 345

Subject Index 349

Table of Contents

Preface xv

SECTION ONE 1

Introduction to Strategy 1

Chapter One 3

Market-Oriented Perspectives Underlie Successful Corporate, Business, and Marketing Strategies 3

Strategic Challenges Addressed in Chapter 1 4
Three Levels of Strategy: Similar Components but Different Issues 6

What Is a Strategy? 6

The Components of Strategy 6

The Hierarchy of Strategies 7

Corporate Strategy 8

Business-Level Strategy 8

Marketing Strategy 10

What Is Marketing's Role in Formulating and Implementing Marketing Strategy? 10

Market-Oriented Management 11

Do Customers Always Know What They Want? 12

Does Being Market-Oriented Pay? 14

Factors That Mediate Marketing's Strategic Role 14

Recent Developments Affecting the Strategic Role of Marketing 17

The Future Role of Marketing 20

Formulating and Implementing Marketing Strategy—An Overview of the Process 20

A Decision-Making Focus 20

Analysis Comes First—The Four “Cs” 20

Integrating Marketing Strategy with the Firm's Other Strategies and Resources 22

Market Opportunity Analysis 22

Formulating Marketing Strategies for Specific Situations 23

Implementation and Control of the Marketing Strategy 23

The Marketing Plan—A Blueprint for Action 24

Chapter Two 31

Corporate Strategy Decisions and Their Marketing Implications 31

Strategic Challenges Addressed in Chapter 2 32

Implications for Marketers and Their Marketing Plans 33

Corporate Scope—Defining the Firm's Mission 34

Market Influences on the Corporate Mission 34

Criteria for Defining the Corporate Mission 34

Social Values and Ethical Principles 35

Why Are Ethics Important? The Marketing Implications of Ethical Standards 36

Corporate Objectives 38

Enhancing Shareholder Value: The Ultimate Objective 38

The Marketing Implications of Corporate Objectives 40

Gaining a Competitive Advantage 40

Corporate Growth Strategies 41

Expansion by Increasing Penetration of Current Product-Markets 41

Expansion by Developing New Products for Current Customers 42

Expansion by Selling Existing Products to New Segments or Countries 43

Expansion by Diversifying 43

Expansion by Diversifying through Organizational Relationships or Networks 44

Allocating Corporate Resources 44

Portfolio Models 44

Value-Based Planning 48

Using Customer Equity to Estimate the Value of Alternative Marketing Actions 50

Sources of Synergy 51

Knowledge-Based Synergies 51

Corporate Identity and the Corporate Brand as a Source of Synergy 51

Corporate Branding Strategy—When Does a Strong Corporate Brand Make Sense? 52

Synergy from Shared Resources 53

Chapter Three 57

Business Strategies and Their Marketing Implications 57

Strategic Challenges Addressed in Chapter 3 58

Strategic Decisions at the Business-Unit Level 60

How Should Strategic Business Units Be Designed? 60
Business-Unit Objectives 61

Allocating Resources within the Business Unit 61

How Do Businesses Compete? 62

Generic Business-Level Competitive Strategies 62

Do the Same Competitive Strategies Work for Single-Business Firms and Start-ups? 64

Do the Same Competitive Strategies Work for Service Businesses? 65

Do the Same Competitive Strategies Work for Global Competitors? 66

Will the Internet Change Everything? 67

How Do Competitive Strategies Differ from One Another? 68

Differences in Scope 69

Differences in Goals and Objectives 69

Differences in Resource Deployment 70

Differences in Sources of Synergy 70

Deciding When a Strategy Is Appropriate: The Fit Between Business Strategies and the Environment 71

Appropriate Conditions for a Prospector Strategy 71

Appropriate Conditions for an Analyzer Strategy 71

Appropriate Conditions for a Defender Strategy 74

How Different Business Strategies Influence Marketing Decisions 75

Product Policies 75

Pricing Policies 77

Distribution Policies 77

Promotion Policies 77

What If the Best Marketing Program for a Product Does Not Fit the Business's Competitive Strategy? 78

SECTION TWO 83

Opportunity Analysis 83

Chapter Four 85

Understanding Market Opportunities 85

Strategic Challenges Addressed in Chapter 4 86

Markets And Industries: What's the Difference? 87

Assessing Market and Industry Attractiveness 88

Macro Trend Analysis: A Framework for Assessing Market Attractiveness, Macro Level 88

The Demographic Environment 89

The Sociocultural Environment 91

The Economic Environment 92

The Regulatory Environment 93

The Technological Environment 94

The Natural Environment 94

Your Market Is Attractive: What about Your Industry? 95

Porter's Five Competitive Forces 96

A Five Forces Analysis of the Cellular Phone Service Industry 99

Challenges in Macro-Level Market and Industry Analysis 100

Information Sources for Macro-Level Analyses 100

Understanding Markets at the Micro Level 101

Understanding Industries at the Micro Level 103

The Team Domains: The Key to the Pursuit of Attractive Opportunities 104

Mission, Aspirations, and Risk Propensity 104

Ability to Execute on the Industry's Critical Success Factors 104

It's *Who* You Know, Not *What* You Know 105

Putting the Seven Domains to Work 105

Anticipating and Responding to Environmental Change 106

Impact and Timing of Event 106

Swimming Upstream or Downstream: An Important Strategic Choice 107

Chapter Five 111

Measuring Market Opportunities: Forecasting and Market Knowledge 111

Strategic Challenges Addressed in Chapter 5 112

Every Forecast Is Wrong! 113

A Forecaster's Toolkit: A Tool for Every Forecasting Setting 113

Statistical and Other Quantitative Methods 115

Observation 115

Surveys or Focus Groups 116

Analogy 117

Judgment 117

Market Tests 118

Psychological Biases in Forecasting 118

Mathematics Entailed in Forecasting 118

Rate of Diffusion of Innovations: Another Perspective on Forecasting 120

The Adoption Process and Rate of Adoption 120

Adopter Categories 120

Implications of Diffusion of Innovation Theory for Forecasting Sales of New Products and New Firms 121

Cautions and Caveats in Forecasting 122

Keys to Good Forecasting 122

Common Sources of Error in Forecasting 123

Why Data? Why Marketing Research? 123

Customer Relationship Management and Market Knowledge Systems: Charting a Path Toward Competitive Advantage 124

Internal Records Systems 124

Marketing Databases Make CRM Possible 126

Why CRM Efforts Fail 128