

● 主编 王彦 刘昕蓉

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主 编：王 彦 刘昕蓉

副主编：江洁刚 郝智慧

编 者：李军花

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前 言

当前,全球商业活动与经济趋于一体化。中国加入WTO以后,企业走向世界、参与国际竞争是势在必行的事情。在培养与国际经济接轨的新世纪复合人才的过程中,学习和了解国外先进的经营管理理论和实践是非常必要的。要实现这个目的,学习者除了具备扎实的专业基础知识和广博的知识面之外,还必须具备娴熟的语言驾驭能力,这样才能在国际商战中占据优势。

目前,国内较流行的做法都是把欧美著名商学院教授编写的原版MBA教程直接作为专业教材。但是这些教材往往由于语言上的特色和某些案例过于本土化,而不能完全适合国内大学的教学需求。而《营销英语》(Marketing English)的编写就克服了诸多方面的不便,为此类教材的编写工作做出了有益的探索。

但是,据编者从事商务英语教学的具体实践来看,尽管每个单元文章的后面都配有注释,但是由于文章直接出自西方文化层次较高的专业人士之手,加上陌生的专业术语,语言仍然是一大难题。语言上的障碍导致了理解的粗浅,因此学习者往往在热情受挫之后会产生厌学心理。

为了克服这个难题,帮助学习者全方位、更有效地克服语言障碍,进而了解各个代表性案例的意义所在,我们特意精心编写了此书,希望能为该课程的顺利研习提供有益的帮助。

本书结合《营销英语》的体例编写,共七大部分,十七个单元。每个单元分为五个部分:课文大纲、课文的中文译文、名词解释、补充材料和营销辩论。课文大纲以英文编写,提纲挈领地介绍了每一篇课文的主要内容和结构,并设有参考问题;课文的中文译文为阅读英文原文有困难的读者提供了母语参考;名词解释部分针对每一单元的内容设计了需要重点理解的专业术语;补充材料部分作为案例来和课

文进行对比分析,使读者进一步掌握文中涉及的营销学原理;营销辩论为提高部分,旨在培养读者活学活用的能力,使其在独立思考后能够利用营销学知识来解释营销学中一些有争议的问题。七大部分的每一部分后面又有一篇英文小结。英文小结中囊括了每一部分的主要原理,言简意赅地以英文原文的形式再现了在复杂的营销现象中起主导作用的原理及方法论。

本书重点突出,涉及面广,选材实用,结构严谨。读者既可以独立阅读此书,又可以结合《营销英语》一起阅读。

本书的参编者皆为工作在英语教学一线的高校教师,有的还受过国外正规的MBA教育;此外,还得到国内外资深专家学者的指点和指正。

尽管如此,由于编写时间较紧,加之编者水平有限,谬误和不足之处,敬请读者不吝赐教,及时斧正,以便再版时修订。

编者

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第一部分

Part One

品牌建立与市场主导

Brand-building & Market Leadership



Unit 1

Wal-Mart Stores —Strategies for Market Dominance

沃尔玛商店 —— 保持市场主导的策略

— 课文大纲 (Outline)

I. The beginning & development (1940-1980s)

A. About Sam Walton

- 1) What's his experience of success?
- 2) What kind of person he is? How do you know?

B. Variety-store operation

Situation of Market: Penny stores are popular.

Concept: "The Penny Idea" "Penny method of doing business" "Variety-store operation"

His Stores:

1. 1950: Ben Franklin variety-store franchise Walton's 5&10 (Bentonville, Arkansas)

2. By 1962: a chain of 15 stores

Q: What are the characters of variety-stores?

Emphasis: Return on investment

C. Discount stores

Situation of Market: Name-brand merchandises are popular.

Concept: “Discounting would transform retailing” “Discount concept”

Stores:

1. Late 1962: first Wal-Mart Discount City

Q: What’s the feature of a discount store?

2. By the end of 1979: 276 stores in 11 states

Emphasis :

1. Early One: “opportunistic purchases of merchandise from whatever sources were available”

Q: What does it mean? Examples in China.

2. Heavy emphasis: Health & Beauty aids in product line and “stacking it high ” in a manner of merchandise presentation

Q: What does this emphasis mean? Examples?

D. Expansion Strategy & one-stop shopping

Situation of New Stores:

1. Location: town of 5,000 to 25,000 in population

2. Size: ranging from 30,000 to 60,000 square feet with 45,000 being the average

3. Areas: in contiguous areas (town by town, state by state)

Q: 1) Explain its strategy of dominating a market area.

Q: 2) What did other retailers do?

Q: 3) How did Wal-Mart pool advertising and distribution overhead?

Q: 4) What are the advantage of this strategy?

4. 1978: First 390,000-square-foot distribution center in Search, Arkansas

5. At the beginning of 1991: 1,573 stores in 35 states

Concept: “one-stop shopping”

Features of one-stop shopping

Q: What is one-stop shopping?

Emphasis:

1. special promotions

Q: What's "multiple newspaper advertising circulars"?

2. clean, pleasant, friendly shopping experience

Strategies of competition:

1. Good and considerate service

2. Satisfaction guaranteed refund and exchange policy

Q: 1) What's the difference between Wal-Mart & its competitors?

Q: 2) How did competitors emulate Wal-Mart?

Q: 3) What else is introduced to attract customers?

II. In the era of economic uncertainty for retailers

A. Influence on some retailers

1. Difficulty with merger and acquisition

Q: Give some examples.

e.g. Robert Campeau's bankruptcy Rich Bloomingdale

Q: What retailers experienced change in ownership?

2. Facing the pressure by lowering prices

Q: What is the policy of "everyday low pricing"?

Q: What's the "store-within-a store concept"?

3. Changing merchandise strategies

Discussion: Which trouble is the most serious? Why?

Examples: E.J Korrett and so on: bankrupt

Target Stores & Shopko Stores: fashionable, goods, national Market

Q: What are the changes in discount department store?

B. New formats take the place of the traditional ones.

1. General merchandise store (GMS)

Q: Explain GMS.

Concept: "malls without walls"

2. Warehouse retailing (WS)

3. Self-service home improvement center (Homemart)

Q: Explain "Homemart".

C. Retailers' strategies to the changes

1. Off-price operations: 20%-60% below regular retail prices

Type one: factory outlet stores

Type two: independents

2. To dominate a product classification

Q: 1) Explain this strategy.

Answer: Some offer a single narrowly defined classification of merchandise with an extensive assortment of brands, colors, and sizes.

Others target an identified market with carefully selected merchandise and appropriately designed stores.

Q: 2) What's "niche specialists"?

Q: 3) To compare the two kinds of classification dominance and give some examples.

Q: 4) What's "category killers"? Examples, why?

Q: 5) How did some retailers become mini-department specialists?

Explain this concept.

Q: 6) What's the original Kmart concept?

3. To focus on different types of consumers

1) Kmart: middle-class consumers

2) Target: upscale consumer

3) Fleet Farm and Menard's: rural consumer

4) Chicago's Goldblatt's DS: immigrants, black and Hispanics

III. Why did Wal-Mart become the winner and leader?

A. Wal-Mart's advantages

1. Wal-Mart's local merchants & regional store chains

Q: Explain it.

2. Other retailers failure

Q: Why did Wal-Mart succeed?

B. Wal-Mart's two main objectives

1. The customer-oriented objective

Q: Explain it.

2. The team-spirit objective-

Q: 1) How important it is?

Q: 2) Explain it.

C. A Number of new retail formats

1. Expansion of stores

Concept: "Expanded store concepts" "Supercenter Concept"

Examples: 1) Sam's Wholesale Club

2) Hypermart *USA

3) Convenience stores and gasoline distribution outlets

Q: Explain the concepts.

Q: What's "Bud's" of Melane Company?

D. Programs on popular social causes

2. "Buy American"

Q: 1) Why does "Buy American" mean?

Answer: It encouraged manufacturers to produce goods in U.S rather than import from other countries.

Q: 2) What's the program about?

Q: 3) Explain the sentence "Wal-Mart let it be known loud and clear that if you're going to grow with them, you sure better have some products made in the U.S.A."

Q: 4) What are the promotions of "Buy American"?

Q: 5) What did this program center on? Explain.

Answer: Value: producing and selling quality and merchandise at a competitive price.

3. "Green" Marketing Concept

Q: 1) What does it mean?

Q: 2) How is it practiced?

Discussion: Why is this concept effective?

E. The channel commander in distribution