

清华营销学系列英文版教材

Marketing  
Management

# 营销管理

Russell S. Winer

著



清华大学出版社

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## Marketing Management

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*University of California, Berkeley*

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作 者：Russell S. Winer

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# 出 版 说 明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华营销学系列英文版教材由清华大学经济管理学院和北京大学经济学院李欲晓、刘群艺、赵平、段志蓉、谢赞等老师审阅,在此一并致谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

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# 总 序

世纪之交,中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进,以及经济全球化的激烈挑战。无论是无远弗界的因特网,还是日益密切的政治、经济、文化等方面的国际合作,都标示着21世纪的中国是一个更加开放的中国,也面临着一个更加开放的世界。

教育,特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来,尤其是20世纪90年代之后,为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合,为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者,我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例,2000年,学院顾问委员会成立,并于10月举行了第一次会议,2001年4月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人,其阵容之大、层次之高,超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中,教师和学生与国外的交流机会大幅度增加,越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中,我们的管理教育工作者和经济管理学习者,更加真切地体验到这个世界正发生着深刻的变化,也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展,闭关锁国、闭门造车是绝对不行的,必须同国际接轨,按照国际一流的水准来要求自己。正如朱镕基总理在清华大学经济管理学院成立十周年时所发的贺信中指出的那样:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律,熟悉其运行规则,而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段,结合中国的国情,办成世界第一流的经管学院。”作为达到世界一流的一个重要基础,朱镕基总理多次建议清华的MBA教育要加强英语教学。我体会,这不仅因为英语是当今世界交往中重要的语言工具,是连接中国与世界的重要桥梁和媒介,而且更是中国经济管理人才参与国际竞争,加强国际合作,实现中国企业的国际战略的基石。推动和实行英文教学并不是目的,真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求,清华大学经济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习的核心



课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯钧 教授

清华大学经济管理学院院长  
全国工商管理硕士教育指导委员会副主任

## **Dedication**

With much love to Toby, Jessica, and Andrew

# Preface

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In the 1970s and early 1980s, American visitors to the Soviet Union and eastern Europe could almost be guaranteed that they would be accosted by young people wondering whether they had any extra pairs of Levi's jeans they were willing to sell. Such was the strength of Levi's as a worldwide brand. In the 1990s, something changed. Where 31 percent of the jeans sold in the U.S. market in 1990 were Levi's, this had shrunk to 16.9 percent by 1998, a drop of nearly 50 percent. Young people can now be heard saying that they do not want to be seen in the same jeans as their parents. What happened in so short a time? How could a world-renowned brand from a world-renowned company have stumbled so badly?

To understand this fully, a marketing management textbook must go beyond a careful explication of basic concepts—it must bring in a strategic perspective. *Marketing Management* was written because after teaching the core marketing management course for more than 20 years, I thought this strategic perspective was missing from other textbooks. Readers of this book will find a strategic framework set up in chapter 3 and then used through most of the rest of the book (chapters 4–12). In this way, strategy becomes a chief distinguishing feature of this book.

*Marketing Management's* strategic framework facilitates understanding of the second distinguishing feature of this text: its emphasis on the rapid changes that are being thrust upon marketing managers by information technology, especially the Internet. No existing marketing management text presents the basics of marketing management in a way that reflects the impact of the Internet. I did not achieve this by simply adding a separate chapter on the Internet; rather, I have woven the impact of information technology and the Internet throughout the book. In every chapter, company names appear in blue to simulate Web “hot links.” Where these hot links appear, students will also find a Web icon in the margin. This icon is a signal to students that they can find, and link to, the Web site for the company cited by accessing the main Web site for this text at [www.prenhall.com/winer](http://www.prenhall.com/winer).

While looking at the transformations that information technology has brought, *Marketing Management* also takes a unique look at high technology. Chapter 15 covers marketing management in high-technology markets. It is not only my geographical location near Silicon Valley, and the interests of Berkeley MBAs, that have led me to include material on this topic. In discussions with business students at a variety of schools, I have found that many are interested in careers in computer software, biotechnology, semiconductors, and other technology-based industries. While the basics of marketing are the same across all industries, there are some features of high-technology markets (e.g., short product life cycles) that make being a marketing manager for one of these companies a somewhat different experience than being a brand manager for, say, Proctor & Gamble's Crest toothpaste.

The technology orientation is reinforced by a running case study on the personal computer industry that is introduced in chapter 2. The background information provided in this case serves



as the basis for end-of-chapter assignments in the chapters that follow. This is another unique feature of the book, as marketing management texts normally include only end-of-chapter questions rather than in-depth analyses of a particular industry. The personal computer industry was chosen both because it has a technology dimension and because it spans both consumer and business-to-business markets. It has also been heavily influenced by the Internet; witness the explosive growth of Dell Computers, which has been driven by sales at its Web site.

I would like to note here that this book is not biased toward any particular industry. All students, whether they are interested in consumer packaged goods, high-tech marketing, services, or industrial marketing (business-to-business), will find something in this book for them.

I have also attempted to include many examples from global contexts. Although there is a separate chapter on global marketing (chapter 16), as is the case with technology, I have tried to weave non-U.S. examples throughout the text to convey to the reader that thinking about global markets is a natural part of the job for many marketing managers. It is no longer a separate activity.

Another feature of the book is the chapter on customer relationship management (chapter 13). Few topics have received as much attention in recent years as the question of how to maintain and enhance long-term relationships with customers. Considerable research has shown that it is less expensive and more profitable to retain customers than it is to try to get customers to switch from competitors. A good example of this recent emphasis on customer retention is the proliferation of loyalty programs. I discuss these programs in chapter 13 and also provide several examples.

With all of the above features, it is necessary to point out one more key feature of *Marketing Management*: The book you hold in your hand is much shorter than the standard marketing management text, yet it covers all the critical topics, helping students understand why marketing can be so difficult. Both instructors and students are encouraged to add supplementary cases and articles to customize marketing to their own interests. After all, we are in the era of “mass customization.” In addition, students can use the fundamental knowledge about marketing provided in the book as a springboard to other marketing courses.

This manageable length and the flexibility provided both to instructors and to students makes *Marketing Management* an ideal text to use in better undergraduate, MBA, and EMBA classes.

## ORGANIZATION OF THE BOOK

This book is divided into four parts, the contents of which follow this sequence: (1) introduction to marketing and the marketing concept, (2) overview of marketing strategy, (3) marketing-mix decision making, and (4) special topics such as services marketing that cut across all of the preceding material.

The key benefit of this approach is that it shows very clearly that strategic decisions must be made before tactical decisions. I have taken this approach because I do not believe that a discussion about pricing, for example, can take place before students are given a sense of how price must fit into the product’s positioning and value proposition as well as be suitable for the particular market segment being pursued. In other words, marketing managers cannot make pricing decisions without clear direction from the strategy. This is an important feature of the book and distinguishes it clearly from competing texts. In addition, chapters 4–12 repeat the figure describing the overall strategic structure with indications of “where we are” in the structure. This has the benefit of continually reinforcing the strategic perspective I advocate.

*Part 1: Customer Focus and Marketing Management.* These two chapters provide a general overview of marketing and how difficult the job is.

Chapter 1, “The Concept of Marketing,” covers the basics of marketing: what it is, why it is important, the importance of a customer/competitor orientation, and the controversy

over being customer led versus leading the customer. *Key benefits:* introduces students to the importance of being customer-oriented and having an external rather than internal focus.

Chapter 2, “The Marketing Manager’s Job,” covers topics such as marketing organizations, the marketing plan, changes in the marketing manager’s job, and how technology is changing marketing management. This chapter introduces the introduction to the personal computer case that runs throughout the book. *Key benefits:* gives students a better understanding of the organizational environment within which marketing decisions are made.

*Part 2: The Development of a Marketing Strategy.* This set of chapters covers the “behind the scenes” work that marketing managers do in framing the specific decisions that are ultimately made such as what price to charge. This is a unique aspect of the book since, as noted earlier, I cover this material earlier than other textbooks.

Chapter 3, “A Strategic Framework,” introduces a basic strategic framework that ties together the rest of the book. Topics include the development of a complete marketing strategy, differentiation, product positioning, developing a value proposition, the product life cycle, and product line management. I have put much of the traditional material on one of the “four Ps”—product—in this chapter to show that my emphasis on the book is how product decisions must fit within an overall strategic framework. *Key benefits:* provides readers with the backbone of the book, a practical guide to the development of marketing strategy that is a key takeaway.

Chapter 4, “Marketing Research,” shows how market research is fundamental to the development of a marketing strategy. This chapter covers primary and secondary data collection, electronic sources of information, forecasting, and methods of estimating market potential. *Key benefit:* introduces students both to the general point that research is critical to the marketing management function and to some specific pointers about what to do.

Chapter 5, “Consumer Behavior and Analysis,” covers the basics of understanding how and why consumers (individuals) make purchasing decisions. Market segmentation is discussed, and special attention is given to secondary sources of information that are useful for segmentation. *Key benefit:* An understanding of consumer behavior is crucial to the development of a marketing strategy.

Chapter 6, “Organizational Buying Behavior,” highlights the differences between consumer and organizational (business-to-business) buying behavior. *Key benefit:* Many readers may be unfamiliar with industrial buying behavior, and this chapter provides the background for developing marketing strategies targeting business customers.

Chapter 7, “Market Structure and Competitor Analysis,” covers competitor definition (against whom are you competing?), analysis, and where information can be obtained for these two activities. A game-theoretic approach to competitive strategy is introduced. *Key benefit:* Students will obtain a “hands on” approach and concrete methods for determining competitors and analyzing their strengths/weaknesses. The simple game-theoretic illustrations are generally not included in other texts.

*Part 3: Marketing Mix Decision-Making.* These chapters cover the actual decisions marketing managers have to make that customers see. This is the section instructors would consider to be the four Ps, although, as noted earlier, “product” is integrated into the strategy discussion in chapter 3.

Chapter 8, “Communications and Advertising Strategy,” covers the basic communications model and emphasizes how it is changing due to the Internet and the Web. After reviewing the elements of the communications mix, the bulk of the remainder of the chapter covers advertising decision making, including new approaches to advertising on the Internet. *Key benefits:* Students will have a better understanding of integrated marketing communications (IMC) and advertising’s role in the communications mix.

Chapter 9, “Channels of Distribution,” covers channel structure and management. In addition, using the Internet as a channel, multilevel marketing, direct marketing, and current

issues in supermarket retailing are also discussed. *Key benefit:* Students will better appreciate the wide variety of channel options that exist today as well as some of the management problems involved with channels.

Chapter 10, “The Personal Sales Channel,” introduces personal selling as a mixture of communications and distribution and thus logically follows chapters 8 and 9. Selling is portrayed as a channel—that is, a way for customers to gain access to the company’s products and services. The basics of sales management (e.g., setting sales quotas) is discussed, with an emphasis on the impact of information technology on the salesperson’s job. *Key benefit:* understanding how personal selling fits into the marketing mix.

Chapter 11, “Pricing,” focuses on the importance of understanding the concept of customer value, or how much customers are willing to pay for a product or service. Thus, the chapter focuses on how to measure and use that concept to make pricing decisions. Specific pricing issues such as EDLP (everyday low pricing) and private label competition are covered. *Key benefit:* Students should understand that pricing decisions can be made systematically versus the ad hoc approaches that are often taken.

Chapter 12, “Sales Promotion,” covers the essentials of sales promotion (different types, objectives, trade vs. retailer promotions) as well as budgeting and Internet applications. *Key benefit:* Students will better appreciate how sales promotion complements other elements of the communications mix.

*Part 4: Special Topics in Marketing Management.* These topics are particularly relevant for marketing in the twenty-first century.

Chapter 13, “Customer Relationship Management,” is a unique part of the book. A considerable literature has developed around the concept of lifetime customer value and the economics of brand loyalty. Various topics in customer retention are covered in this chapter, including loyalty programs, mass customization, and using information technology to create customer databases. *Key benefit:* The management of customer relationships is an absolutely critical area of marketing; this is a unique feature of the book.

Chapter 14, “Strategies for Service Markets,” discusses the unique aspects of service markets and what makes services marketing different. Topics covered include the service quality model, strategic and tactical issues, and the impact of technology on service markets paying special attention to financial services. *Key benefit:* Given that about 80 percent of the U.S. economy is service based, students must understand how marketing services is different from marketing physical goods.

Chapter 15, “Strategies for Technology-Based Markets,” is another unique chapter that covers the difficulties of marketing in turbulent, high-tech markets. Topics include customer behavior, new approaches to high-tech marketing strategy, and particular tactical issues such as marketing through OEMs (original equipment manufacturers) and VARs (value-added resellers). *Key benefit:* Another unique aspect of the book, this chapter is particularly important for students interested in careers in technology-based industries.

Chapter 16, “Global Marketing Strategies,” covers the essential elements of global marketing strategy, including the debate over global marketing, and focuses in particular on marketing mix implications such as channels (e.g., joint ventures), advertising, and pricing (e.g., exchange rate risk). *Key benefit:* Given that the world economy is becoming increasingly global, marketing students cannot consider themselves to be knowledgeable without understanding the important aspects of global marketing.

Chapter 17, “New Product Development,” discusses various approaches to new product development; for example, the classical linear process vs. the “rugby,” interfunctional approach vs. target costing. New product forecasting and new issues such as how to decrease time to market are given special attention. *Key benefit:* New products are the life-line of any business; students will better appreciate the complexities of developing and introducing new products.

## KEY PEDAGOGICAL FEATURES

A variety of pedagogical features have been integrated throughout this text to enhance the learning experience for students.

**Chapter Briefs.** Each chapter in this text begins with a brief roadmap to the chapter, titled “Chapter Brief.” This feature briefly outlines what material will be covered.

**Chapter-Opening Case.** Following this outline, a chapter-opening case provides the reader with (1) an interesting, contemporary, real-world company situation, and (2) a context within which the reader can easily see how the chapter material can be applied in the marketing decision-making process.

**Extended Illustrations.** Each chapter includes at least one Illustration feature, set off by the word *Illustration* without interrupting the flow of text. Each Illustration is an extended example that provides a more in-depth look at a particular company, in order to illustrate its practice of a particular marketing concept.

**Examples of Real Companies and Real Strategies.** In all of the chapters, real company examples are used liberally. Also, throughout each chapter, strategy examples that highlight how an actual company has applied a specific marketing strategy are indicated by an icon in the margin.

**Figures, Photos, and Hot-Linked Company Names.** Figures and photos are used liberally to reinforce the concepts raised. To reinforce the relationship of the material to information technology and to help students follow up when interested, company names are “hot-linked” in blue and the text’s Web site address is provided in the margin. By accessing this site, students are led to the Web addresses of the hot-linked companies.

**Executive Summaries.** At the end of each chapter, the “Executive Summary” summarizes the main points covered.

**End-of-Chapter Questions.** Following the “Executive Summary,” a series of chapter questions is given to permit students to review and apply the material they have learned in the chapter.

**Case Exercises.** At the end of every chapter, a section titled “Application Exercises” provides assignment questions related to the personal computer case introduced in chapter 2. These hands-on exercises reinforce the material in each chapter by offering an opportunity for students to apply what they have learned.

**Further Reading.** A section of “Further Reading” contains references for additional reading on the material covered in the chapter. Readings are drawn from both academic and professional sources.

## SUPPLEMENTS

A strong package has been compiled to help you teach your course as effectively as possible.

**Instructor’s Manual.** This helpful teaching resource contains chapter objectives, extensive lecture outlines, chapter summaries, and answers to all end of chapter questions.

**Test Item File.** The Test Item File contains more than 1,500 items, including multiple-choice, true/false, and essay questions. They are graded for difficulty and page-referenced to the text. The questions are also available electronically through the Prentice Hall Test Manager program (Windows version).

**Electronic Transparencies.** The PowerPoint set contains slides that cover key concepts of the text and includes text figures and tables.

**Companion Web Site.** Available for students is the Prentice Hall Companion Web Site. Students can go online and answer multiple-choice, true/false, and essay questions covering the concepts of each chapter. Each question contains hints and page references to the text. Students also have the option to submit their answers via the Web to their professor or to professors at other schools.

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Russell S. Winer  
*University of California at Berkeley*  
 Winer@haas.berkeley.edu

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