

简明商务英语系列教程 ⑧

A SHORT COURSE IN

INTERNATIONAL MARKETING

国际营销

*Approaching and Penetrating the
International Marketplace*



JEFFREY EDMUND CURRY, MBA, Ph.D.

导读 俞利军

THE SHORT COURSE IN INTERNATIONAL TRADE SERIES

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出版前言

截至 2008 年, 教育部已批准对外经济贸易大学、广东外语外贸大学和上海对外贸易学院三所高校设立商务英语本科专业。目前, 全国已有近 700 所院校开设了商务英语专业方向或课程, 商务英语教学内容由语言能力、跨文化交际、商科知识、人文素养四个课程群组成, 如何建设和完善商务英语教材已成为办好商务英语专业的关键因素之一。

上海外语教育出版社经过精心策划, 适时推出了商务英语知识群的教材——“简明商务英语系列教程”。这套原版商务英语专业知识阅读教材从美国世界贸易图书出版社最新引进, 共 12 本, 涉及商科知识的各个领域, 包括国际经济学、国际贸易、管理学、营销学、国际商法、商务谈判、商业伦理、商业文化、商业合同、商业支付等。本系列教材的特点是: 知识体系完整, 内容简明扼要, 语言文字流畅, 理论联系实际。为了帮助读者更好地理解商务英语学习所必备的商务专业知识, 本套教材组织了阵容强大的专家委员会, 还特邀对外经济贸易大学商务英语的专家教授为本系列教材撰写导读, 相信一定会对学习者的学习大有裨益。

本系列教材可以作为大专院校商务英语、国际贸易、工商管理等相关专业学生的相关课程的教材, 同时也可作为企业各类管理人员的培训教材或辅导资料, 以及广大商务英语学习者的自学教程或阅读丛书。

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1 国际营销概念

生活在市场经济条件下的每一个人都需要懂点市场营销知识,因为市场营销在我们的生活中无处不在。无论是作为消费者,还是作为营销人,市场营销的原理和技巧都是幸福人生不可或缺的武器。

在全球化背景下,每一个商家更是需要学习国际营销这门课程。我们的商业生活,甚至日常生活或多或少受到全球经济景气的影响。现实情况是,如果你不是一个国际竞争者,你就没有真正参与竞争。

那么,什么是国际营销呢?国际营销包括出口,或在一个以上国家进行产品本身不跨越国界的生产和营销活动。更为详细的定义为:国际营销是指商家在本国以外的市场上发现顾客需求,提供合适的产品、服务、技术和创意,并通过一种或多种市场准入模式,在国际市场上广告和促销这些产品和服务以增加公司的竞争优势。

从以上定义我们可以看出:从事跨国生意不同于国内生意,而且难度更大。但是通过系统的学习,国际营销还是不难学会的。手头的这本书就是一本很好的入门教材,它既适合初学国际营销的本科生和研究生,也适合从事过国内生意但没有国际营销经验的经理人。

2 本书的特色

1) 作者简介

本书作者卡瑞(Jeffrey Curry)曾获得工商管理硕士和博士学位,是一名知名的国际贸易专家,多年来在亚洲、北美和欧洲从事大型的国际贸易业务和合资企业的谈判活动。他在亚洲和北美教授过管理学、经济学和国际金融等课程。他是《越南通行证》(*Passport Vietnam*)等书的作者,也是《观点报道》(*VIEW Report*)杂志的主编。

2) 本书特色

本书不但对欧美读者有用，而且同样适合包括中国在内的亚洲读者的需要。本书不但原理深入浅出、案例丰富，而且篇幅适中、文字简练生动。

3) 使用对象

它可作为高等院校商科以及商务英语专业本科学生的教材，也可供MBA、EMBA学员、经贸专业、商务英语专业、经贸翻译专业或方向研究生课程进修班学员学习使用。本书更是企业和其他机构短期培训的首选教材。

3 本书主要内容

第一章 营销基础

本章首先区分了销售与营销，接着介绍了营销在联结购买者和销售者、市场营销计划以及市场营销在整个商业运作中的作用。作者还对市场营销的五个基本功能以及常见的市场营销错误等进行了说明。

第二章 市场诸要素

本章介绍了国际营销的进程——无论是产品还是服务，一般企业总是先从国内经营起步，然后出口，最后全面国际化。最关键的不是瞄准目标，而是击中目标。

第三章 国际营销的维度

本章向读者介绍了国际市场的范围和复杂性等基本背景。在国际商界，你应该清楚谁在竞争，又是谁赢得了竞争。

第四章 国际贸易

分析了国际贸易的内在动机。在进入目标市场之前，企业对这些宏观上的动机了解得越彻底越好。

第五章 政府的作用

本章告诉读者，世界市场是受各国政府监管的。历史表明，在困难时期，贸易伙伴容易成为军事同盟；同样清楚的是，谈判桌上解决不了的经济利益往往会在战场上见分晓。营销人必须懂得政府在贸易中的作用以及背后的原因。

第六章 文化力量的作用

本章阐明了这样一个道理：只有正确并彻底地了解目标市场的文化，才能决定你的产品或服务是否跟特定的具体市场契合。或者说，对文化了解越深

刻，对人类行为的模式了解就越全面，市场营销的力量就越能发挥。

第七章 为国外市场开发产品

本章提出的问题是：面对国外市场，商家是首先将国内成熟的产品推向国外，还是努力使国内淘汰的产品在发展中国家梅开二度，抑或开发全新的产品？产品的国际质量标准又如何把握？采用何种形式对新产品开发进行融资？这些问题的解决均需要市场调研作为先导。

第八章 市场调研

在本章中，作者认为对新市场的调研结果往往会得出令人惊讶的结论——在开始进入国外市场之前你对市场的了解是少之又少。市场调查是非常真实、有力而又费钱的过程，但要是离开了它，商业决策只能是盲人摸象。商家要是在对一个国家的市场进行调研之前就贸然闯入，就会像当年美国发动的越南战争一样进退两难。

第九章 准备进入市场

市场之门从来不是彻底关闭也非彻底开放的，企业对可能得到的信息进行正确合理的分析的能力决定哪扇门在何时可以打开，当门打开时又该提供什么样的产品。这就需要企业对市场细分、差异化、产品定位等进行合理决策，同时还要对产品和服务的定价、公关问题、品牌维护等做大量工作。

第十章 开发分销渠道

作者指出，分销是指在合适的时间和地点将产品送到顾客的手中；分销渠道并不缺乏，缺少的往往是市场计划早期对分销渠道的考虑，所以应该对分销计划的各种变量加以考量。

第十一章 广告与促销

在本章中，我们将了解到：尽管广告和促销误解甚多，但只要运用得当，其作用就不可低估。在国际营销中，广告与促销要对路，需要克服语言、文化、法律、消费者习惯等挑战。本章教会你如何积极主动地为你的产品做广告和促销，使消费者获得所需信息和利益。

第十二章 实施接触——不同产品的促销

本章告诉我们，广告与消费者的接触是非直接的。其他促销手段，比如人员推销、行业展销、赞助活动以及直复营销等可以在各个层面拉近商家和消费者的距离。

第十三章 为新市场配备人员

国际市场需要管理，国内市场所使用的技巧和人员很可能不适应国际市场的需要。企业需要挑选合适的人员并加以培训，加上总部的合适指导，就会确

保公司海外市场的长期成功。

第十四章 评估营销业绩

本章告诉读者,国际营销人可能因为忙于日常事务而忘了把握公司业务的进展大方向。惟一的出路,就是对营销计划和执行情况进行经常性的监控和评估。

第十五章 营销计划

本章说明了营销计划要求做大量的调研,但“过度计划”也可能失去进入市场的最佳机会。企业的国际营销,既要审计举重,又要随时准备快速行动。

第十六章 营销审计

本章告诉读者,营销审计的目的就是收集有关数据并进行分析以便商家评估营销计划的执行情况。它可以让商家清楚预先设定的目标是否达到,否则就要作出适当调整。

重复一遍:从事跨国生意不同于国内做生意,而且难度更大。相信通过本书的学习,你会系统掌握如何从事国际营销的基本理念与技巧。

第十七章 词汇表

第十八章 参考文献

4 推荐参考书

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INTRODUCTION

*EVERYTHING MUST BE MADE AS SIMPLE AS POSSIBLE
BUT NOT ONE BIT SIMPLER. — ALBERT EINSTEIN*

THE INTERDEPENDENCE OF MARKETS: WHO NEEDS WHOM?

A great deal of emphasis has been placed on the need for companies to pay attention to the global economy, even when they operate on a seemingly domestic basis. This call for a larger perspective has come about because very few businesses can truly say that they're unaffected by conditions outside of their home market. The corner restaurant in New York notices the rise in prices when coffee crops are bad in South America, an office supply shop in Buenos Aires feels the effect of a transportation strike in Europe, and a Beijing computer manufacturer knows exactly when the price of microprocessors has jumped in the United States. Large companies go so far as to hire personnel to track the markets that will affect them the most. Many would say that all of this interdependence is the result of advancements in transportation and communication. The real cause, however, is an increase in the effectiveness of international marketing.

Those companies that have done the best in the global arena are those that have released themselves from any emotional attachment to the schemes that made them a success domestically in order to see each new marketplace as a distinct entity. This is not to say that some aspects of domestic plans can't be used internationally; many times the new market will demand elements of the old mixed with the new. The key to success is a reliance on proper research and analysis. Whereas some functions of management (sales, human resources and even some manufacturing processes) may be described as "art," marketing (whether domestic or international) is science. The stakes are far too high and the pace much too quick to rely on guesswork, intuition, or gut feelings. Entering a new market far from home without a detailed plan is akin to building a skyscraper without a blueprint — possible, but highly improbable.

The goal of this text is to give the reader a grounding in marketing and its application to international business. The book is directed at novice marketers as well as those experienced in domestic applications but new to the global marketplace. The former group will discover that marketing is much more complex than it first appears; the latter will find that much of their acquired skill is readily transferable after reasonable retooling. All will see that the boundaries between domestic and international marketing are, at times, quite solid and on other occasions somewhat hazy.

The realities of the international marketplace will be stated as such, often bluntly so, and no theory will be promulgated without concrete examples. The contents are meant for practical application, not theoretical discussion. Readers will also find that culture and cultural distinctions are at the heart of international marketing. A company's ability to access and appeal to those societal distinctions will spell the difference between long-term profits and short-term failure. The continued desire of societies to retain their individuality, coupled with an

increased awareness of the effect of commerce on culture, has given rise to the specialization of the international marketer.

THE LACK OF HOMOGENEITY: ONE WORLD, MANY WALLETS

The world may be becoming more cosmopolitan, but homogeneity is centuries, if not millennia, away. No longer will the developing world accept the products of their richer neighbors willy-nilly, nor do the industrialized powers show any less resistance to the encroachments by the powerful American and Japanese technoliths. Even at the top of the commercial heap, emotions run high on the topic. The United States, for its part, was just as resentful of Japanese auto manufacturers as Japan was of U.S. rice producers. The desire to exclude foreigners from “traditional” markets is as much an economic fear as a cultural one.

This book will delve extensively into the cultural concerns intrinsic to the international, and sometimes even the domestic, marketing process. Throughout, guidelines will be presented for formulating a marketing strategy. Cultural analysis, research planning and a marketing plan outline will give the reader a step-by-step program for assembling a cogent scheme for international business. A marketing audit is also supplied to help with long-term planning.

“Culture shock” is a common malady among world travelers. It is this author’s goal to provide sufficient information to prevent the reader from suffering the decidedly more expensive consequences of “market shock.”

Jeffrey Edmund Curry
San Francisco 1998

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Marketing Basics

LIVE TOGETHER LIKE BROTHERS AND DO BUSINESS LIKE STRANGERS. — ARAB PROVERB

THE WORD MARKET derives from the Latin *mercari* meaning “to buy or trade” (hence merchant) and that infinitive finds its roots in *merx*, which means “goods.” The “market” is anywhere that goods or services may be sold or traded. Nowadays, it can range in scope from a simple open-air exchange of farm products to a description of an entire economy (as in the European Market) or a nebulous commercial function (like the stock market). The term also covers specific ethnic, cultural, religious, national, political, or social groups. People may purposely group themselves together as a market (e.g., NAFTA) or they may come together by circumstantial default (e.g., adults 21 to 30 years old). As will be seen later, all markets can be subdivided or segmented into smaller and smaller groups, all the way down to individuals if so desired.

Marketing Versus Sales

For some inexplicable reason, marketing is constantly linked to sales in a way that no other function of management seems to be. Many people, including top executives, confuse the terms on such a regular basis as to render them interchangeable. This erroneous matchup is true for both domestic and international companies. To promulgate the belief that marketing is something that only salespeople do (as in the sales and marketing department designation) is exceedingly dangerous. The problem seems to stem from a misunderstanding about the difference between a process and a result, as well as from the failure to understand the centrality of marketing to all management functions. Sales occur when goods or services are “given over” to a customer in exchange for money or another valuable consideration. It’s the end result of the marketing process.

Marketing describes the whole commercial process that creates (through promotion) the interest that the potential customer demonstrates prior to a sale. The role of sales is to capitalize on that interest to the point where there’s a successful exchange. Once a sale is complete, a company must provide follow-up service in an effort to maintain satisfaction and promote future sales. Many large companies have begun to officially demarcate and prioritize these functions by instituting a marketing department, within which is a subdivision called the sales and service department. Smaller companies and solo entrepreneurs must have an equally clear distinction and understanding of all the areas covered by the term *marketing*.

Effective Marketing: Binding the Buyer and Seller

Sales transactions are the goal of marketing and they serve as the basis for the relationship between the marketer and the consumer. No one enters the marketplace, buying or selling, without the expectation of some type of gain. Even the briefest transaction creates a relationship, however small, between the buyer and seller. The marketing plan is a detailed scheme of how a company will designate, access, sell to, and service a specific consumer group. When done properly, it will create the environment for transacting business in a way that is mutually “gainful” for both sides. The degree of care that’s taken to assure this mutual gain will dictate the length of the relationship. Taking advantage of a customer on the first go-around makes for a brief, and often acrimonious, relationship, while the extraction of a reasonable profit and the offer of follow-up services results in larger, longer-term relations. Both extremes are regularly planned and executed, though companies utilizing the former have little staying power. The binding relationship between the buyer and seller that’s created by effective marketing tends to last longer — and to be set up more quickly — as the speed of information in the marketplace increases. Good reputations can be quickly gained but just as quickly damaged or lost forever as the pool of informed and demanding consumers grows larger everyday.

Role of the Marketing Plan: The Action Budget

As is true of many activities in life, gain rarely appears without pain or, more precisely, effort. The burden of this effort is greatest on the selling side and is therefore the responsibility of the marketer. Product, price, promotion, distribution, and postal service must all be thoroughly designed during the market planning process and controlled in compliance with that plan after its implementation. As hard as it may be for other management personnel within a company to accept, all of their actions must be directed by and subservient to the marketing plan. To return to the construction analogy from the introduction, to build a building the carpenter, the electrician, the bricklayer, and the glazier must all practice their arts within the confines of an architectural blueprint. In fact, the ability to produce results within those restraints is the measure of their professionalism. This is not to suggest that the primacy of marketing acts as a straightjacket on the other activities of management. The marketing plan is simply an action “budget” and, like its financial counterpart, is subject to change during the course of the company’s lifespan. Many ongoing internal and external factors (some controllable, some not) affect marketing, and adjustments must be made accordingly. The marketing audit process (Chapter 16) analyzes the need for adjustment and is nothing more than the matching of a planned budget against “actual” costs. When applied to finance, these planning and auditing processes are recognized and valued by any professional manager. However, it’s rare that marketing is seen in the same matter-of-fact light.

Marketing is often taken to be some sort of intuitive mechanism that requires a “feel” for a specific market or product line. The result has been that the number of high tech, telecom, and financial services marketing specialists is now a legion.

The fact is that marketing is very much akin to accounting in its procedures and equally universal in its applicability. Just as accountants are “good with numbers,” marketeers are proficient with consumer-related data. Once the methodology of marketing has been grasped, it can be applied to any business.

WARNING: Whether using internal or external marketing staff, there is no substitute for current information and recently analyzed approaches. A professional marketer can develop profitable strategies for any product.

Marketing Potential: Today and Tomorrow

Market potential — the ultimate size and profitability of a market — can vary greatly and will be affected by factors both within and without the control of the marketer. A good portion of this text will deal with these variants, but at this point the reader should recognize that marketeers must view all markets in the short, medium, and long term. Additionally, markets can compete with each other for the attention of the marketer, and the relative potential of those markets (international ones in particular) must be weighed before expensive resources are allocated. After being first entered or penetrated, markets will move through progressive stages. There’s no set period of time for their maturation, which will occur when demand consistently absorbs allocated supply, with pricing objectives met.

Companies usually seek to control their own status in any particular market, though there are an intrepid few that allow the marketplace to dictate their positioning. This position can remain static or change drastically, up or down, over the course of a market presence. Positioning a product against its competition is heavily linked to image. The recognizability of an established brand name can go a long way toward allowing an established company to re-position a proven product in a new market or to position a new product in an old market. A company may labor for decades to establish a brand name (e.g., Volvo in automobiles) or it may become an overnight sensation with worldwide recognition (e.g., Netscape for Internet browsers). It’s a matter of timing and consumer demand.

The Role of Marketing in Business: The Rudder of Commerce

Marketing is the targeting, acquisition, and retention of customers over a period dictated by the life cycle of the product (goods or services) under consideration. In many ways this is a simple statement, but one that belies extensive research and complex analysis. Marketing is the initial movement of ideas that results in a saleable product. Surely good ideas are rampant in the marketplace but customers, flush with money and eager to spend, often go home empty-handed. Products heralded as the “greatest thing since — ” soon find their way to the rubbish heap. Is this the result of quality problems? ... Sometimes. Government intervention? ... Occasionally. Hyperbolic advertising? ... Usually. Consumer fickleness? ... Often. Poorly planned marketing? ... Always.

The rush to enter the marketplace is most often quickly followed by rejection; the successful are begrudgingly described as “lucky” by those who fail. There’s little

doubt that “being in the right place at the right time” leads to success in the marketplace. However, luck is no more involved in business than it is with other complex human undertakings. In the summer of 1997, the trajectory of the NASA Pathfinder spacecraft led to it being accurately placed within the orbit of Mars and then successfully landed on its surface. Time and place had been carefully planned and those plans methodically exercised. Variables and risks were calculated, deemed reasonable, and then overcome; logic, logistics, and long-term thinking were all brought to bear. NASA’s success proved Aristotle’s postulate that the educated tend to be “luckier.” Marketing functions under the same rubric.

Marketing Functions: Five Classic Functions and a Forgotten One

After creating or finding a market, a company can exploit it quickly by maximizing profit on a per-product basis, or it may choose to pursue a process of maximizing market share. This latter process requires that the company secure the greatest amount of consumer purchases possible through careful pricing and quality control in an effort to establish a long-term relationship with the customer. Over time, prices will be increased and costs reduced with an eye toward taking profit once competitors have been driven from the field or at least had their share of the market reduced. The acquisition of market share is subject to the rigors of finance (“Can we wait this long to make money?”), opportunity (“Are the consumers ready, willing, and able to buy our product?”), and the competitors’ strength (“Will they fight back?”).

Traditionally, marketing has been broken down into the following processes.

CONTACT

This is the seeking out of prospective consumers and it may be based on a variety of determinants. Time, distance, media, and the overriding factor of access to finance can make this initial function extremely difficult. No matter how useful and desirable the product may be, improper handling of the initial contact can keep a company out of the marketplace indefinitely.

MERCHANDISING

Once potential customers have been located, goods and services must either be developed from scratch or customized. For the purposes of international marketing, merchandising is the process of bringing the right product to the right place at the right time in the right quantity at the right price. Ultimately, the consumer determines what’s “right.”

PRICING

The price of a product is often the determining factor when a purchase is made and is always a key to profit. It’s also part of a strategy of seizing market share. Setting a proper price will determine how long any company will stay in the marketplace. When a company practices price competition, it consciously uses price as the major means of attracting consumers. It’s not unusual for consumers (at both the wholesale and retail level) to buy based entirely on price, regardless of the efforts of the marketer to promote quality or service.

PROMOTION

Once a product and its price have been developed, customers must still be convinced to favor it over a competitor's offering. There are four types of promotion used to support marketing efforts: paid advertising, personal selling (one-to-one), public relations (press releases, articles), and supplemental efforts (coupons, sweepstakes). All promotion, but especially advertising promotion, is open to overstatement and misrepresentation. Successful and ethical marketeers devise advertising that keeps customer perception closely aligned with product or service reality. Promotion is taken up in detail in Chapter 11.

DISTRIBUTION (A.K.A. DISTRIBUTION CHANNELS)

Although this is often associated with the movement of physical products over distances, it is, in reality, the process of putting the consumer and the product (whether goods or services) together. In its strictest sense it means the extent to which consumers have access to a product compared to the total number of possible access points. In a larger sense, distribution encompasses all of the participants in the delivery of a product, any product, from the marketeer to the consumer. Participants include retailers, wholesalers, agents, shippers, customs brokers, manufacturer's representatives, advertising agencies, media buyers and a plethora of other middlemen who act on the behalf of the marketeer. And there's a great deal of overlap among their functions.

To make the above processes truly comprehensive we add human resources.

HUMAN RESOURCES

The internal marketing that occurs at every company when they attract, hire, train and retain employees is directly reflected in the ability to market externally to the public. All employees, from the mailroom to the conference room, must be selected for their ability to contribute to the company's external marketing efforts. Transactions don't take place between companies and faceless consumers but between flesh-and-blood human beings. It is essential that sellers understand, communicate with, and value buyers. This purely human aspect of marketing is the basis of every successful company, whether they actively acknowledge it or not. While it's been determined that other animals on the planet can "make" things, only human beings bring their wares to market.

The Hierarchy of Effects: Why and How Consumers Buy

Every marketing effort has a series of stages it must progress through toward the ultimate consumer transaction. This "hierarchy of effects" is the same whether the end-user is a single consumer or a large corporation.

PRODUCT AWARENESS

The potential consumer must be made aware of the existence of a product. This can be accomplished through promotion, advertising, active research, or the much ballyhooed "word of mouth." This last source of awareness, where one happy customer sings a product's praises to other consumers, is always thought of as optimal. It may be optimal, but it takes a long time for its effects to be felt.