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企业营销战略

案例、概念与应用

正版

哈佛商学院案例教程

Business Marketing Strategy Cases, Concepts, and Applications

V. Kasturi Rangan
Benson P. Shapiro
Rowland T. Moriarty, Jr.



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出版者的话

当今的世界是一个变革的世界，政治体制在变革，经济结构在变革，管理方式在变革，思想观念在变革……从东方到西方，从中国到世界，一切无不处在变革之中。毫不例外，管理教育也正面临着一场深刻的变革。在以 MBA (Master of Business Administration, 通常译为“工商管理硕士”) 教育为主干的应用型管理教育大行其道的同时，一种以经典案例为主要素材、强调培养实务操作能力、反对一味灌输抽象理论的所谓“案例教学法”(Cases Methods) 逐渐取代了传统的管理教学模式，并以惊人的速度风靡全球。

作为世界 MBA 教育发祥地的美国哈佛大学工商管理研究生院 (Graduate School of Business Administration, Harvard University, 通常简称 Harvard Business School, 即“哈佛商学院”), 同时也是管理专业案例教学的首创者和积极倡导者。哈佛商学院经过近一个世纪的发展, 已经无可争辩地登上了全世界 MBA 教育的制高点, 哈佛商学院 MBA 已经成为全球企业管理界一块光芒四射的“金字招牌”。个中原因除了素来坚持严格的学员遴选制度之外, 主要应归功于独具一格的案例教学方法。

毋庸讳言, 我国的管理教育尚处于“初级阶段”, 亟待借鉴发达国家的成功经验, 包括先进的教学方法、权威的教学素材和科学的教学体系。为此, 我们通过多方努力, 终于开通了一条通过合法途径引进哈佛商学院案例教程的渠道, 并及时推出了首批十余种图书。按照预定计划, 我们将在今后两到三年内, 陆续推出哈佛商学院 MBA 其他主干课程案例教程的英文 (影印) 版和相应的中译版, 以满足国内管理教育尤其是 MBA、经理培训项目 (ETP) 师生和其他有关人士的迫切需要, 为推动我国管理教育改革和向国际接轨的步伐贡献一份绵薄之力。

对于本套系列教材在选题策划、翻译、编辑、出版以及发行工作中存在的缺点和不足, 恳请广大读者不吝指正, 我们在此先致谢忱!

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Preface

This book is based on the extremely successful business marketing course at the Harvard Business School. We three co-authors have taught the course for over a decade and a half, from the mid-70s to the early 90s, and almost every year it has been among the best rated of the second-year MBA electives.

In organizing the book, we mulled over the several frameworks used in the past years. The most obvious way to organize the material appeared to be by marketing mix topics, such as market segmentation, customer selection, product policy, pricing, channels of distribution, and so on. What we found, however, was that second-year MBA students, having studied the principles of marketing by the marketing mix framework in the core course, realize that it is highly interactive and are anxious and eager to jump ahead and take a holistic view of the marketing function. Moreover, we have seen from our various consulting experiences that marketing decisions are integrative, and rarely separable as an exclusive market selection or pricing or distribution issue. So from both a pedagogical point of view and a practitioner point of view, the classic marketing mix organization did not appeal to us very much.

At the other extreme, we were also aware of business-to-business marketing curriculums that have tended to specialize by distinctive topic areas. The notion of industrial buying behavior, for example, was quite important and widely researched and taught in the late 70s and early 80s. The topic of distribution channels rose in prominence in the mid-80s. Then in the late 80s, high-tech marketing became the rage. We did not want to specialize this book by any such interest focus either, because its primary purpose is to serve students, professionals, and practitioners who practice business marketing across a wide range of industry settings. What we sought was a pedagogically wholesome and managerially motivating framework that would appeal to a broad cross section of business marketers. Our organization of the book, therefore, has a very simple logic: the product life cycle.

Business-to-business marketing concepts and challenges vary in importance over the life cycle of the product. While the process of new product development is critical early on, the task of managing the order fulfillment cycle is more important at the tail end of the life cycle. Similarly, while the task of selecting and building a sales-and-distribution channel is of paramount importance in the early stage, issues of channel management and distribution cost efficiency become more important in the later stage. The book, therefore, has three core modules—"Managing New Products," "Managing Mature Products," and "Managing Product Market Diversity"—to reflect the market maturation process. Within each of these core sections there are a variety of conceptual issues that cut across the entire spectrum of the marketing mix. The organizing framework is simple, it is holistic, and it treats the marketing mix as interactive and integrative, yet at the same time special topics and issues facing business marketers are picked up at appropriate points in the product life cycle. For example, in the "Managing Mature Products" module, there is an extensive discussion on how to manage the commoditization trend. The challenges and scope of business-to-business marketing are set out and the basic concepts in customer segmentation and organization buying behavior are reviewed in the opening section, "Introduction."

This book has an equal representation of readings and cases. They work together to complement each other. The readings are almost evenly split between practical applications and thoughtful conceptual frameworks. Similarly, the cases reflect a range of strategic/conceptual issues as well as those that address tactics and implementation. While each of the four sections has been written to represent a coherent collection of challenging conceptual and practical material, the articles may be read as stand-alone pieces and are intended to be of value to graduate students as well as practicing managers who think and deal daily with issues and problems such as those portrayed in the book.

The cases have been chosen for their strong managerial underpinnings and therefore to some extent are protected from the passage of time. They vary from small entrepreneurial start-ups such as Ring Medical to global conglomerates such as Northern Telecom and GE Plastics. The range of products also vary widely, from traditional heavy industrial products to high-technology components. We provide a brief overview of each of the cases and readings in the book in Chapter 1 (see Tables 1 and 2 on pages 13–14).

As is obvious from the table of contents, in a venture of this magnitude several people contribute to the product. We would like to thank Tom Bonoma for "Major Sales: Who *Really* Does the Buying?" and also his coauthored piece, "How to Segment Industrial Markets." We are grateful to our colleagues Steven Wheelwright and Kim Clark for allowing us to use their article "Creating Project Plans to Focus Product Development"; to Dorothy Leonard-Barton, Edith Wilson, and John Doyle for releasing "Commercializing Technology: Understanding User Needs"; to Bob Dolan for letting us have his Northern Telecom case series, as well as his article "Industrial Market Research: Beta Test Site Management"; to Melvyn Menezes for his "Xerox Corporation: The Customer Satisfaction Program," as well as the Techsonic Industries, Inc. case; to Jeffrey Rayport for the Rank Xerox case; to Anirudh Dhebar

for “Intel Corporation: Going into OverDrive™”; to Frank Cespedes for our use of “Once More: How Do You Improve Customer Service?” as well as his co-authored case “Becton Dickinson & Company: VACUTAINER® Systems Division”; to Ray Corey for his coauthored Ingersoll-Rand case; and to Jay Misra and Cliff Fitzgerald for letting us revise their original Rolm case. We would like to thank our other colleagues who coauthored several of the articles that are contained in this book, namely, Gordon Swartz, John Sviokla, Elliott Ross, Ursula Moran, Tom Kosnik, Nitin Nohria, Barbara Jackson, Kevin Bartus, Eric Beinhocker, George Bowman, Raphael Carty, Craig Cline, Kim Crawford, Christopher Fay, Joseph Finegold, Bruce Isaacson, Susan Lasley, Robert Lightfoot, David May, Krista McQuade, Steven Michael, Dominic Palmer, Jon Serbin, Paresch Shah, Jon Skofic, and Joep VanThiel. While many people contributed to it, the manuscript itself was put together by Susan Brumfield and Morgan McCurdy, our cheerful assistants. A special thanks to them, especially Susan Brumfield, who carefully proofread our manuscripts and efficiently coordinated the production process with our publishers. At Richard D. Irwin, we owe our appreciation to Paula Buschman, who firmly and effectively guided our project, and to Steve Patterson for his encouragement, commitment, and support.

Our gratitude in no small measure is due to Dean John McArthur for encouraging field research and case writing, the backbone of this book and several of the articles we have written. We appreciate the Division of Research at the Harvard Business School for so generously funding our field research and for giving us permission to use the cases and articles. We thank the *Harvard Business Review*, *Journal of Marketing*, *Business Horizons*, *Sloan Management Review*, and *Industrial Marketing Management* for granting permission to use a number of articles that were originally published in their journals. And last but not least we would like to thank our students over the various years who have helped us refine our thinking by their active class participation. This helped us work through the concepts carefully and helped in clarifying and enhancing our communication of them.

The book itself, however, would not have been possible without the help of the case protagonists, practitioners, and managers who kept us challenged by directing us to topical issues and problems. We are forever indebted to them for their time and their willingness to share a slice of their professional lives with us.

This book is gratefully dedicated to the several people who inspired and influenced our personal and professional lives. That list is long and obviously different for each of us. In this volume, we would like to acknowledge: Vijayaraghavan and Sushila Raghavan, Balaji Chakravarthy, Gopal Rathnam, and Prabha Sridhar (V. Kasturi Rangan); Ernest L. and Rose P. Shapiro, and Sidney and Rose Weinstock (Benson P. Shapiro); and Rowland T. Moriarty, Sr., and Nancy and William Fitz (Rowland T. Moriarty, Jr.).



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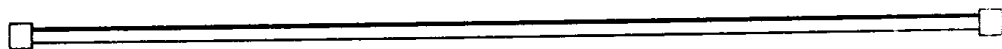
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SECTION I Introduction

Scope and Challenge of Business-to-Business Marketing



This chapter identifies six key linkages that distinguish business-to-business marketing: three with respect to the external environment (i.e., derived demand, complex buying process, and concentrated customer base) and three with respect to the internal organization (emphasis on technology, high level of customization, and order fulfillment mechanism). These linkages give rise to unique challenges in the analysis and execution of marketing decisions. After these challenges are discussed, the organization of the book is explained. The three core sections, following this introductory section, reflect the product life cycle theme: managing new products, managing mature products, and managing product market diversity.

Industrial or business-to-business marketing is the marketing of goods and services to commercial enterprises, governments, and other nonprofit institutions for use in the goods and services that they, in turn, produce for resale to other industrial customers.¹ Implicit in this definition is the type of customer in business-to-business markets as well as the use of the goods purchased. In industrial markets, goods are usually bought for enhancement and subsequent resale, whereas in consumer markets, goods are bought for their final consumption or use.

Because most economic activity is directly or indirectly geared to serving consumers' needs, it is hard to estimate the size of the economy for industrial products and services. Certain activities, however, do predominate in the industrial sector, for example, chemicals, primary metals, and machinery manufacturing. One estimate suggests that business-to-business activity represents about one-third of the U.S. 1989 GNP of \$5,200 billion.² In less-developed economies, the percentage can be

V. Kasturi Rangan and Bruce Isaacson prepared this note.

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Harvard Business School note 594-125.

¹E. Raymond Corey, *Industrial Marketing Cases and Concepts*, 4th ed. (Englewood Cliffs, N.J.: Prentice Hall, 1991), p. xi.

²V. Kasturi Rangan and Bruce Isaacson, "What Is Industrial Marketing?" Harvard Business School note No. 592-012.

even higher, because a thriving industrial sector, be it manufacturing or trading, is needed first, so consumers will get products of acceptable quality and value.

Products sold in industrial markets are usually classified as:³

- *Heavy equipment* such as radiology instrumentation or diesel engines.
- *Light equipment* such as hand tools or personal computers.
- *Systems* such as database networks, where the equipment is of secondary importance to the solution being delivered.
- *Raw materials* such as crude oil or cotton fiber.
- *Processed materials* such as rolled steel or plastic polymer that have undergone further processing from raw materials.
- *Consumable supplies* such as coolants, abrasives, or medical syringes.
- *Components* such as electrical motors or disk drives.
- *Services* such as management consulting and contract maintenance.

The above categories are neither exhaustive nor mutually exclusive. They are listed merely to suggest the scope and range of industrial products.

Aspects Distinguishing Industrial Marketing

The industrial marketing system can be considered in terms of two key linkages. The first is the external interface between the seller's marketing/sales function and the end user. The second is the internal interface between the seller's marketing/sales function and its manufacturing operations (see Figure 1).

While each of these linkages is highly complex (e.g., the role of research and development [R&D] in the internal interface and the role of distribution channels in the external interface), the two sets of linkages serve as convenient handles to explore the major challenges of business-to-business marketing.

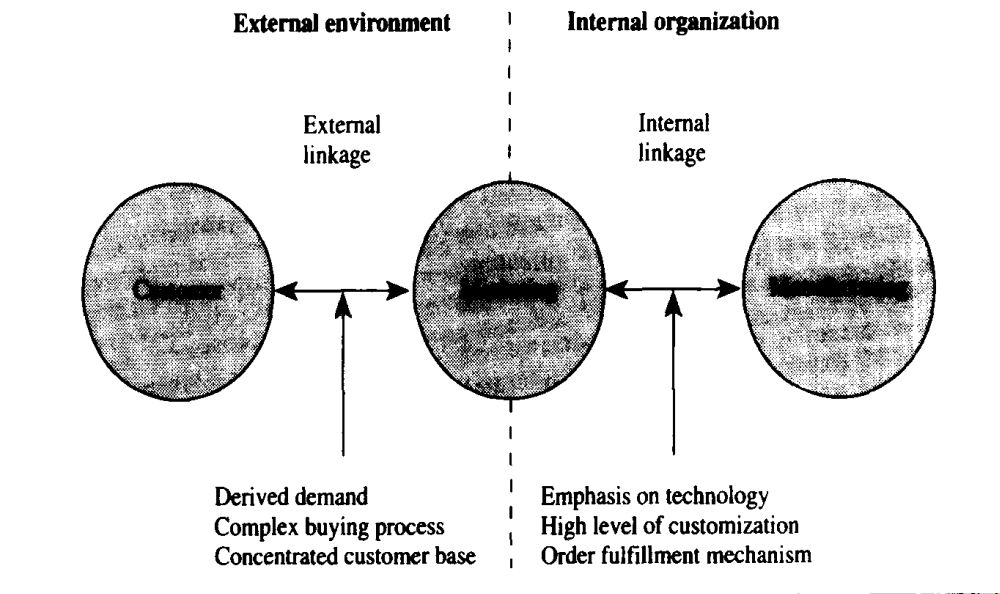
The External Linkages

The three important considerations with respect to external linkages are derived demand, complex buying/selling process, and concentrated customer base.

Derived Demand. The demand for industrial products tends to be driven by the primary demand for consumer goods. For example, an automobile is built from hundreds of components—engines, wheels, the exterior body, the dashboard, and so forth. Each of these in turn is the end result of a supply chain consisting of many other components and raw materials. The dashboard, for

³This classification scheme is based on one offered by Robert W. Haas, *Industrial Marketing Management* (Boston: Kent Publishing Company, 1982), chap. 1.

FIGURE 1
Key linkages



instance, is usually molded from a plastic called ABS. ABS is made from three chemicals, one of which is styrene. The styrene is made from ethylene, and ethylene from petroleum. Thus, the demand for each of these intermediate goods is influenced by the consumer demand for automobiles. When the demand for automobiles slumps (or peaks), so does the demand for ABS. Although consumer preferences, economic cycles, and social trends all affect industrial products demand, given its derived nature, it is possible to estimate demand for industrial products with a greater degree of rationality. Industrial firms must purchase in anticipation of the economic and market conditions; industrial buying, therefore, has a longer-range orientation.⁴

Complex Buying/Selling Process. In consumer markets, the decision-making unit purchasing any particular item is often the individual and is rarely larger than the household. In industrial markets, the decision-making unit is usually much more complex. The purchase of one piece of industrial equipment might involve a host of departments, such as purchasing, engineering, finance, and manufacturing, and might also require top-management approval. Generally, the complexity of the buying process is increased by the following factors:

- The influence of the formal organization.
- The strategic importance of the item being purchased.
- The cost of the item being purchased.
- The complexity of the need being serviced.

⁴Fred E. Webster, *Industrial Marketing Management*, 2nd ed. (New York: John Wiley & Sons, 1984), chap. 1, pp. 5–19.