



美国商学院原版教材精选系列

PEARSON

# 营销管理

(第5版)

提升顾客价值和利润增长的战略

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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,掌握经济理论前沿动态的需求,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!

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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# 英/双语教学的成功路径与商科英文原版教材的效用

(代序)

在我国高校,用英语或双语教授专业课程(以下简称:英/双语教学)始于改革开放引进热潮,历经30年,虽发展不快,仍在缓慢推进。20世纪80年代,改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果,也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版,推动了一些高校开始在专业课程中开展英/双语教学。2007年以来,国家教育质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标,正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性,我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下,英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的知识和研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程,可以避免常见的信息减损和曲解问题。不过,信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是,开展英/双语教学,课堂教学内容就会缩水,因为讲授者和听众都得花费精力和时间解译内容。如此看来,我国开展英/双语教学的高校教师必须应对挑战,洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊,并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下,我国中小学英语教学分量加重,英语普及程度逐年提高,高校新生的英语基础愈益扎实;教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此,不同于以英语为主要语言或官方语言的一些国家,英语在我国的普及率仍较低。在青少年中,英语的普及程度和英语应用能力还仅处于初级水平;高校中能用英语演讲的教师尚属少数,且熟练程度还有待大幅提高。这样的师生英语基础,使得英/双语教学面临巨大的挑战。

同时,在多数的中国高校课堂里,教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本,含理论框架、主要知识点、计算方法和习题,但案例和故事不在其中,多由教师在讲解时添加,以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识,从多数评教指标可见,只要学生感觉教师讲得精彩、有条理、能解惑,就算教学成功。

而引进的国外教材篇幅通常较长,16开大本,500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问:在有限的课时内,这么厚的教材,怎么讲得完?其实,发达国家多数高校对学生阅读量的要求远远大于我国高校(即使是中文课本和资料),名校更是如此。它们的教材不仅涵盖理论框架和基本概念,而且富含长短不一、详简各异的演示性案例、故事和大量习题,总之它便于学生自学。课堂讲解只占一半课时,其余课时常被用于师生讨论和互动。于是,教师的讲解主要是勾勒理论框架,阐释重点和难点,

还需针对事先布置的阅读资料和讨论题,引导学生展开讨论。可见,大厚本的教材适合于能力培训教学法。两者相辅相成,致力于调动学生的主动性:他们必须大量阅读和思考,才能在课堂上有上好的表现,真正成为学习的主人。结果,他们的能力获得了必要和切实的磨炼。

由此可见,英/双语教学不只是教学语言的改变,它可以达到三重效用:传授专业知识;传授英语知识;同时训练专业方法和英语的应用技能。也因此,一些非英语国家的高校不惜成本,开展英/双语教学,使用与之相配的教材。对我国高校来说,要想成功开展英/双语教学,恐怕首先需要改变传统的教育思想和教学方法。换言之,如果高校想要使教育、教学接近世界先进水准,用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止,原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景,多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情,提供相关案例、资料和思考讨论题,适时引导师生思辨现有理论的普适性,激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前,这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外,成才之士都乐于阅读和探索,而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础,目前英/双语教学仍面临很大的挑战:“填鸭式”的讲授与之相悖;仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣,并营造一个全方位的孵化温床或生态环境,英/双语教学是有望成功的。根据能力培育过程的所需,这个生态环境包含师生对教育、教学的共识,好学求知的校风,富有挑战和师生互动的课堂教学,从课外讲座、项目操作到校园竞赛等第二课堂活动,便于师生交流的校园互联网等。

要做到这些,教师亟待与时俱进。随着师资的年轻化和高学历化,如今年轻教师的英语基础更好。但逆水行舟,不进则退。英语能力的进退取决于使用频率的多寡,其实英/双语教学过程既是加强英语使用、提高英语能力,也是汲取世界新知的最佳机会。不过,这一过程通常比用汉语教学的付出大得多,且因学生也需成倍地付出,英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分;缺乏对教师的足够激励,上述英/双语教学的生态环境就无法营造。

诚然,在教育体制和环境不够理想的情况下,教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版,相信必将更进一步推动英/双语教学的发展。如今,已有一些本土高校的教师与英语国家的教师合著英文教材;在可见的将来,还会有中国教师编写发行到世界各地的英文教材。总之,及时用好英文原版影印教材,编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学  
傅慧芬

# PREFACE

■ Gains in marketing knowledge without application are missed learning opportunities.

— Dr. Roger J. Best

Based on positive feedback from students, professors, and those working in the field of marketing, I was encouraged to continue to build on this philosophy with this fifth edition of *Market-Based Management*. The strength of the book retains its focus on performance orientation and the processes and tools for building marketing strategies that deliver superior levels of customer satisfaction, value, and profitability. The differentiating feature of this book is its focus on marketing performance and marketing profitability and the role marketing strategies play in building the profits of a business. The best way to accomplish this is with market-driven strategies that attract, satisfy, and retain target customers with a value that is superior to competing products or services.

The fifth edition builds on this theme in several ways. A special effort was made to include more coverage of ways to understand the Total Customer Experience, Customer Loyalty, Customer Value, Marketing Profitability, Marketing Performance Metrics, Market Share Management, Branding and Product Line Strategies and, perhaps even more important, the addition of Marketing Performance Tools at the end of each chapter. These online Marketing Performance Tools have been enhanced and expanded to allow users of *Market-Based Management* the opportunity to apply their marketing knowledge and develop further marketing insights with the use of these tools. The fifth edition Web site will allow users to save their data as well as compare before/after changes in data on the same screen. For instructors, Marketing Performance Tools can be used to create additional assignments.

Market-based management is intuitively easy but deceptively difficult. The reason marketing students and marketing professionals like this book is because it is readable and it presents the tools and processes needed to actually build a market-driven strategy. The concepts, by themselves, are important and are the backbone of market-based management. However, they are of limited value if they cannot be applied in a way that delivers superior customer value and profitability. Those in marketing need to take a greater level of responsibility for managing profits and the external performance metrics of a business. This is an important benefit of this book. It is my hope that this book will help you in your understanding of, commitment to, and practice of market-based management.

Roger J. Best  
Emeritus Professor of Marketing  
University of Oregon

## **MODIFICATIONS, ADDITIONS, AND IMPROVEMENTS**

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### **Part I: Market Orientation And Marketing Performance**

#### **Chapter 1: Customer Focus and Managing Customer Loyalty** (new title)

- Figure 1-9 (new)—presents how to estimate customer retention.
- Net Promoter Score—This section and Figure 1-3 are new and explain how to measure customer promotion—customer recommendation of products to others.
- Managing Customer Loyalty (Figure 1-15) is revised and a much simpler method of managing customer loyalty and profitability.
- **Marketing Performance Tools** (revised online interactive tools)—(1) Customer Satisfaction, (2) Customer Retention, (3) Customer Lifetime Value, and (4) Managing Customer Loyalty.

#### **Chapter 2: Marketing Performance and Marketing Profitability**

- Figure 2-1 (new) provides overview of the need for marketing performance metrics and marketing profitability.
- Figure 2-13 (new) Marketing Profitability Portfolio illustrates how to present products in portfolio with Marketing ROS and Marketing ROI as axes.
- Figure 2-20 (new) presents an overview of how market-based management contributes to marketing performance and marketing profitability and indirectly to the overall financial performance of a business and company.
- **Marketing Performance Tools** (new online interactive tools)—(1) Product Focused Marketing Profitability, (2) Customer Focused Marketing Profitability, (3) Marketing Profitability Metrics, and (4) Benchmarking Marketing Profitability Metrics.

### **Part II: Market Analysis**

#### **Chapter 3: Market Potential, Market Demand, and Market Share**

- Figures 3-1 and 3-2 are new and help illustrate how product-markets grow and evolve in terms of products and market structure.
- Estimating Market Potential is explained with several examples and the steps outlined in Figure 3-5.
- Managing Growth Potential and Figure 3-20 are revised to better explain and illustrate this important concept.
- **Marketing Performance Tools** (new online interactive tools)—(1) Market Potential vs. Market Demand Index, (2) Forecasting Sales, (3) Managing Market Share, and (4) Product Lifecycle Profits.

#### **Chapter 4: The Customer Experience and Value Creation** (new title)

- A stronger emphasis is placed on the “Total Customer Experience” as a path to understanding opportunities for Value Creation.
- Reverse Innovation -Invent to Order (Figure 4-7), Managing Customer Touch Points, and Mass Collaboration (Figure 4-8) are new topics added to this chapter. Mass collaboration is especially important addition build around the use of the internet in building collaborative relationships with pro-sumers, professionals, suppliers, and employees in creating higher value-added customer solutions.
- **Marketing Performance Tools** (new online interactive tools)—(1) Economic Value Analysis, (2) Customer Value Analysis, and (3) Transaction Value Analysis.

#### **Chapter 5: Market Segmentation and Segmentation Strategies** (new title)

- The first part of this chapter has need revised to strengthen the importance of “Needs-Based Segmentation.”
- Conjoint measurement (Figure 5-4 and 5-5) are used early in the chapter to illustrate how customers trade-off price with different performance attributes and levels of performance for each attribute. This trade-off based on needs and price is at the heart of needs-based segmentation.
- **Marketing Performance Tools** (new online interactive tools)—(1) Needs-Based Segmentation—Feature Preference, (2) Needs-Based Segmentation—Price/Feature Trade-Off, (3) Segment Profitability, and (4) Segment Acid Test.

#### **Chapter 6: Competitor Analysis and Sources of Advantage**

- Chapter opens with three major sources of competitive advantage (cost, differentiation and marketing) and explains how each relates to customer value and profitability.
- Figures 6-5 was added to help readers estimate the cost position of a product or business.
- Figures 6-8, 6-9, 6-10, and 6-11 are all new and go into greater depth in demonstrating product, service, brand, and market share sources of advantage and their impact on profits.
- **Marketing Performance Tools** (new online interactive tools) include—(1) Cost Advantage, (2) Differentiation Advantage, (3) Marketing Advantage, and (4) Industry Analysis.

### **Part III: Marketing Mix Strategies**

#### **Chapter 7: Product Position, Branding, and Product Line Strategies**

- Factors that make strong brands more profitable (Figure 7-1) and presentation of five assets even strong brand has.
- Seven brand name strategies has been revised and simplified.



- **Marketing Performance Tools** (new online interactive tools) include—(1) Estimating Brand Equity, (2) Profit Impact of Product Line Substitute, and (3) Profit Impact of Product Line Changes.

### **Chapter 8: Value Pricing and Pricing Strategies (new title)**

- Stronger chapter emphasis on value pricing and how it differs from cost-based pricing (Figures 8-1 and 8-2).
- Value Price strategies are explicitly demonstrated in Figures 8-4 to 8-9 with respect to trade-offs between price, value, and profits.
- New section on Price-Margin Management (new Figures 8-10 and 8-11). Pocket price and pocket price bandwidth are new concepts introduced in this revised chapter.
- Profit impact of Price-Volume strategies is revised as presented in Figures 8-19, 20, and 21.
- **Marketing Performance Tools** (new online interactive tools) include— 1) Value In-Use Pricing, (2) Perceived Value Pricing, (3) Performance-Based Pricing, (4) Price-Volume Profit Pricing, and (5) Product Line Pricing.

### **Chapter 9: Marketing Channels and Channel Mapping (new title)**

- The process of channel mapping (new) is introduced (Figure 9-1) and its application demonstrated with channel map pocket price (Figure 9-2) and channel map profitability (Figure 9-3).
- Special section on e-marketing channels is created and demonstrated in Figures 9-6 to 9-8.
- **Marketing Performance Tools** (new online interactive tools) include—(1) Channel Mapping and Pocket Price, (2) Marketing Channel Profits, and (3) Alternative Channel Profitability.

### **Chapter 10: Marketing Communications and Customer Response**

- Figure 10-2 illustrates a new approach to selecting a communications strategy based on communications objective and customer response (new). Pure brand communications, brand interaction and pure promotion communications are explained and demonstrated with advertisements in Figures 10-1, 10-3, 10-4, 10-5, and 10-6.
- Figure 17 (new) was added to help better understand how to estimate the profit impact of communications effort and the advertising elasticity needed to achieve an incremental profit.
- **Marketing Performance Tools** (new online interactive tools) include—(1) Marketing Communications and Customer Response, (2) Estimating Advertising Elasticity, and (3) Estimating Advertising Carryover Sales Effects.

## **Part IV: Strategic Marketing**

### **Chapter 11: Portfolio Analysis and Strategic Market Planning** (new title)

- A stronger emphasis is placed on portfolio analysis as a basis for strategic market planning (Figure 11-1).
- Product life cycle and competitive position are used as starting point in building a portfolio of products or markets. Figures 11-3, 11-6, and 11-7 are new. This portfolio analysis is then extended into a more complex model represented by the GE/McKinsey model.
- **Marketing Performance Tools** (new online interactive tools) include—(1) Product Lifecycle Portfolio, (2) Market Development—Share Development Portfolio, and (3) GE/McKinsey Portfolio Analysis.

### **Chapter 12: Offensive Strategies**

- Opens with example of Starbuck's various offensive strategies and how they contributed to Starbuck's sales growth from 2004 to 2006. Figure 12-1 is new.
- **Marketing Performance Tools** (new online interactive tools) include—Offensive Strategies (1) Core Strategy I—Growing in Existing Markets, (2) Core Strategy II—Improving Margins, and (3) Core Strategy III—Diversified Growth.

### **Chapter 13: Defensive Strategies**

- Figure 13-1 and 13-2 (new) start the chapter with an example of how defensive strategies applied across a product line could increase profits by more than five-fold with modest reductions in market share and sales with modest price increases but significant gains in margins.
- **Marketing Performance Tools** (new online interactive tools) include—Defensive Strategies (1) Core Strategy I—Protect Position, (2) Core Strategy II—Optimize Position, and (3) Monetize Position.

## **Part V: Marketing Plans And Performance**

### **Chapter 14: Building a Marketing Plan**

- MBM (book) marketing plan sales and marketing profitability is compared to actual Stericycle sales and marketing profits for every three years from 1995 to 2006 along with an estimate of sales and marketing profits for 2008 (new Figure 14-1).
- The process of building a marketing plan is clearly partitioned into three phases—Situation Analysis, Marketing Strategy and Performance Plan. This is illustrated with new figures also (Figure 14-3 and 14-4).
- The sample plan is brought into the chapter with the sample plan pages presented for each of the three distinct parts of the marketing plan.

- The Stericycle Sample Plan is revised and all pages of the sample (figures) are new.
- **Marketing Performance Tools** (new online interactive tools) include—(1) Small Quantity Customer Segment, (2) Large Quantity Generator Segment, and (3) Market Share Strategies.

### **Chapter 15: Performance Metrics and Strategy Implementation**

- The Marketing Performance Scorecard (new) is introduced and demonstrated in Figure 15-1 (new).
- Figure 15-2 (new) summarizes all of the Marketing Performance Metrics presented throughout the book and each is referenced to the chapter each was presented and explained.
- **Marketing Performance Tools** (new online interactive tools) include—(1) Variance Analysis—Market Demand and Market Share, (2) Variance Analysis—Revenue and Cost per Customer, and (3) Variance Analysis—Marketing Expenses.

### **Chapter 16: Market-Based Management and Financial Performance**

- Marketing ROS and Marketing ROI are added to overall financial performance (new) as demonstrated in Figures 16-1 and 16-10 (all new).
- Marketing investment and marketing profitability is extended to show how it impacts profits and earnings per share. Net marketing contribution per share is a new concept introduced in this chapter and demonstrated in Figures 16-2, 16-7, and 16-12 (all new figures)
- Stericycle financial performance is revised and linked to the Stericycle Marketing Plan (see new Figures 16-9, 16-10, and 16-11)
- **Marketing Performance Tools** (new online interactive tools) include—(1) Market Demand and Market Share, (2) Percent Margin and Marketing Expenses, and (3) Asset Management and Invested Capital.

## **INSTRUCTIONAL SUPPORT**

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Various teaching supplements are available to accompany this textbook. They consist of the following:

- Instructor's Manual
- Test Item File and TestGen software
- PowerPoint Set
- Web site with student resources

You may access all these materials at [www.prenhall.com/best](http://www.prenhall.com/best).

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