

英文版



营销管理 (第三版)

MARKETING MANAGEMENT

(THIRD EDITION)

HARPER W. BOYD, JR.
ORVILLE C. WALKER, JR.
JEAN-CLAUDE LARRÉCHÉ



世界财经与管理教材大系



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营 销 管 理

(第三版)

Marketing Management
Third Edition

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出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

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PREFACE

More and more high-level executives of companies around the world have as their major, near-term objective making their organizations more market-oriented, more focused on consumer needs and competitive threats, and quicker to respond to changing market conditions. Clearly, to accomplish this objective requires that all employees, not just those in marketing, must be trained and motivated to direct their efforts toward satisfying customer needs and desires. Thus, marketing is not a stand-alone function; rather, in the sense of doing what is necessary to serve and satisfy customers, marketing is every employee's business; otherwise, the organization is unlikely to prosper in an increasingly competitive and highly dynamic environment.

But even when the day-to-day responsibility for marketing activities is delegated to all employees, someone still has to plan, coordinate, and control those activities for each of the firm's product-market entries. A marketing strategy must be formulated that brings value to the consumer and attains an enduring competitive advantage. Also, the various functional activities necessary to successfully implement this strategy must be effectively and efficiently carried out. Such activities are, typically, the responsibility of such marketing personnel as a product or market manager, a vice president of marketing, or even a team of managers drawn from a variety of functional areas. Regardless of who has responsibility, the process by which the marketing strategy for a given product-market entry is formulated and implemented is the primary concern of this book.

Of course, marketing strategies are not developed in a vacuum because most organizations have corporate and business-level strategies concerned with objectives, future growth, and how the organization will compete

and gain a sustainable advantage in the marketplace. These guidelines serve to constrain the range of possible marketing strategies. But we must recognize that marketing managers are increasingly asked to provide information and insights for the development of corporate and business strategies because they are uniquely positioned between the external environment and the firm.

Similarly, while marketing managers play a crucial role in translating the firm's broad objectives into strategic marketing programs designed to win customer acceptance and competitive advantage in specific markets, they do not implement those programs by themselves. Effective execution requires cooperative and coordinated efforts across many functional areas. Thus, the range of viable marketing strategies available to a manager is constrained by the resources and functional competencies available within his or her organization. And the successful implementation of a chosen strategy depends on the marketer's ability to win the cooperation and support of people in other functional areas.

WHAT'S UNIQUE ABOUT THIS BOOK?

As with our earlier edition, we continue to believe that one of the most challenging and interesting endeavors a manager can undertake is the development and management of strategic marketing programs. Unfortunately, most marketing management textbooks still do not provide a very clear picture of the complexities involved in managing marketing strategies. Thus, our major concern continues to be the need to provide a broader, more complete, and realistic view of marketing's strategic and operational roles as well as its relationships within today's organizations.

A UNIQUE FOCUS ON STRATEGIC AND INTERFUNCTIONAL RELATIONSHIPS WITH A GLOBAL ORIENTATION

This edition is structured around the steps involved in the analytical and decision-making processes involved in formulating, implementing, and controlling a strategic marketing program for a given product-market entry. It includes chapters on all the topics one expects to find in a marketing management text: chapters on customer, competitor, and environmental analysis; market segmentation; market targeting; competitive positioning; the 4 Ps of product, price, promotion, and place (distribution); implementation; and control. Like most existing texts, this book includes separate chapters or sections on the tools of marketing research, demand estimation, and industry analysis. But we have also made a concerted effort to discuss specific applications of those tools in substantive chapters where each is most relevant (e.g., copy testing methods are discussed in detail in the chapter on advertising). Each of these “traditional” chapters presents a thorough discussion of the major issues, concepts, and techniques relevant to the marketing of both goods and services and does so within the context of the international scene. We avoid, where possible, encyclopedic lists and arcane models of limited practical use. This edition should, therefore, provide the student with a solid foundation of knowledge about what is involved in developing and implementing strategic marketing programs at both the domestic and international levels.

More specifically, our book includes an examination of three sets of relationships that receive little or no attention in other texts.

1. **The relationships among corporate, business-level, and marketing strategies.** Managers responsible for developing and implementing marketing strategies for specific products and target markets are also uniquely qualified to provide insights and information needed to formulate competitive strategies at the business and corporate levels of the organization. And, as organizations strive to become more customer-oriented, the marketing manager's role in strategic planning is likely to increase.

This book examines this complex set of relationships among the different levels of strategy in several ways. First, Chapter 2 presents a general discussion of the hierarchy of strategies found in most multiproduct organizations, their interrelationships, and the marketer's role in helping to formulate strategies at different organizational levels. Chapter 10 provides a more specific discussion of

the linkages between business-level competitive strategies and marketing strategies appropriate for individual product-markets within the business unit. Finally, each of the chapters discussing the individual elements of a strategic marketing program (Chapters 11 to 16) examines how decisions about those program elements should fit the business's competitive strategy.

2. **Relationships between marketing strategy and the strategic environment.** Most texts talk in general terms about how the marketing strategy for a given product or service should fit the characteristics of the market and competitive environment, but usually do not contain much detail concerning the specific kinds of strategic marketing programs best suited to different strategic contexts. Nor do they discuss the tactical decisions necessary to carry out each program. In contrast, this book provides two chapters on the marketing strategies and tactics best suited to specific strategic situations. These strategies/tactics are defined in terms of market characteristics, identified by the stage in the product life cycle, and the product's relative competitive position. Thus, Chapter 17 discusses marketing strategies for new product-market entries as well as those for growth markets. Strategies for mature and declining markets are analyzed in Chapter 18. Global marketing strategies are also discussed in these chapters.
3. **Relationships between marketing and other functional areas.** A marketing manager's ability to effectively implement a strategic marketing program depends largely on the cooperation and competence of other functional areas within the organization. Consequently, we devote substantial attention to the interfunctional implications of specific strategic marketing programs. Each of the marketing strategies appropriate for the particular strategic circumstances described in Chapters 17 and 18 are also examined in terms of the requirements they impose on other functional departments such as product and process R&D, production, quality control, logistics, finance, and cost control. In addition, Chapter 19 provides an overview of the functional competencies required to effectively implement different competitive and marketing strategies. It also discusses organizational mechanisms appropriate for coordinating efforts and resolving conflicts across functional areas.

We have made considerable effort to stimulate the interest of students in the above sets of relationships through their involvement with real-world examples. Thus, we incorporate hundreds of up-to-date examples that demonstrate marketing practices applied to industrial as well as consumer products, services as well as physical goods, and not-for-profit organizations as well

as business firms. To further enhance student interest and involvement, every chapter begins with a minicase example that serves to introduce and illustrate the major concepts discussed in that chapter.

MAJOR CHANGES IN THIS REVISION

This revision incorporates a number of new features and changes in emphasis from the previous edition. These changes were based on information obtained from both users and nonusers of the second edition, academic associates and industry friends, and our own experiences, both in the classroom and the business world. We believe they reflect the more important developments in the rapidly changing global marketplace.

In addition to increasing the number of examples and using the latest reference materials available, this edition emphasizes three major subject areas throughout the book. All are concerned with the response of marketing to the dynamics of the marketplace. The major changes are concerned with technology, cross-functionalism, and international marketing.

- **Technology** has had a major impact on marketing practices; witness the development of massive data banks that are the key to direct marketing and micro-segmentation, the new marketing research services designed to test new products using virtual reality materials, and the use of the Internet as a nontraditional advertising vehicle. While we discuss technology wherever appropriate throughout the book, we pay particular attention to it in the chapters concerned with marketing research, new-product development, channels of distribution, promotion, and control.
- **Cross-functionalism** is concerned with how a firm responds to a variety of opportunities and problems using personnel from more than one functional area. Marketing's roll in such activities is especially important in relationships both within and outside the firm. These include channels of distribution, joint ventures and alliances, and the servicing of major accounts. Other important areas requiring a cross-functional approach include customer service and the development of customer loyalty, the use of cross-functional teams in the development of new products, quality management, contingency planning, and ethics.
- **International marketing** continues to be a major theme throughout the book. We have expanded our coverage of worldwide markets and marketing and continue to integrate our coverage of this subject where appropriate in

every chapter. Our international discussions are especially important in those chapters concerned with products, price, channels, promotion, and personal selling.

OTHER CHANGES

We have also done a particularly substantial revision of three chapters—those concerned with marketing research, promotion decisions, and implementation. In the **marketing research** chapter we place greater emphasis on the use of research to help managers respond to such opportunities and problem areas as those relating to segmentation, targeting, customer satisfaction, and competitive action. In addition, we added a discussion of the different kinds of databases and their uses.

The chapter on **promotion decisions** has been thoroughly overhauled to reflect the growing importance of developing an integrated marketing communications program, the changing promotion environment and its effect on the role of promotion in the marketing mix as well as the weight given to the various promotion components and the size of the promotion budget, the development of creative strategy, and the growing importance of nontraditional media such as the Internet.

Changes in the **implementation** chapter reflect the growing use of hybrid organizational structures—especially those concerned with cross-functional teams. In addition, there is much greater coverage of the process by which the marketing plan for a given product-market entry is developed. Here the reader is taken through the process using a step-by-step approach based on an actual real-world plan.

UNIQUE FEATURES FOR DIFFERENT TEACHING APPROACHES

This edition and its package of supporting materials are designed to accommodate a variety of teaching approaches. Instructors who prefer a lecture/discussion approach will find ample material for either a quarter or semester course. For those who prefer case-oriented instruction, the book provides a solid foundation of concepts, techniques, and examples to prepare students for more effective case analysis and discussion.

A unique feature of this book is its inclusion of a new computerized international case, CALGOLIA, plus the GAMAR3 Simulation software to implement it, developed by Jean-Claude Larréché (who developed the highly

regarded MARKSTRAT, GAMAR, and INDUSTRAT simulations). CALGOLIA is designed to provide students with flexibility in deciding how best to allocate marketing resources across a portfolio consisting of both countries (five European countries) and product categories.

The CALGOLIA case provides an exciting and realistic way to expose students to the dynamics of developing a strategic approach to help solve resource allocation problems in a global setting. Thus, students can manage a firm over a period of time, analyze situations, develop strategies, make decisions, receive rapid feedback, and adjust their strategies and tactics. CALGOLIA is a highly flexible teaching instrument. It can be used as a team project with various degrees of complexity, or as an integrated part of the course requiring a limited number of class sessions. The teaching notes in the Instructor's Manual suggest a variety of ways it can be integrated with material in various parts of the text and with different course structures, including those for executive programs.

We also note the following with respect to the book's adaptability to various teaching approaches:

- While no cases other than the CALGOLIA International Case are included in the text, the Instructor's Manual includes both the GAMAR3 software and detailed information about how to locate cases both domestic and global relevant to a variety of marketing topics.
- Each chapter includes a set of discussion questions geared to the material covered in that chapter. These questions are designed to provide a vehicle for meaningful student exercises or class discussions. Rather than being simple review questions that ask students to provide answers found in the chapter, these questions are more application-oriented and often take the form of minicases that reflect actual company problems.
- The Instructor's Manual also includes a list of additional readings from a variety of up-to-date sources that illustrate or expand upon major topics in each chapter of the text.

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A book like this is never solely the work of the authors whose names appear on the cover. Instead, many people aided and abetted this enterprise, and we gratefully acknowledge their contributions.

First, we thank our faculty colleagues in our respective schools for their wise counsel and advice—especially Dr. Bettye Caldwell (Professor, University of Arkansas Medical System) for her suggestions relating to material concerned with consumer behavior. We are also grateful to our friends in industry. Our conversations with them over

the years, both informally and within various executive programs, have contributed much to our understanding of how marketing strategy works in the real world.

We have tried to be customer-oriented in preparing a revision that meets the needs of both instructors and students. We are, therefore, most grateful to our many undergraduate, graduate, and executive program students for their constructive criticism of previous editions and useful suggestions for making this revision a better book. We also appreciate the help of the following colleagues who provided detailed and constructive suggestions, making this a significantly better book.

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Harper W. Boyd, Jr.
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Jean-Claude Larréché

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