

清华营销学系列英文版教材

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营销管理

Marketing Management Third Edition

(美) 拉塞尔·威纳 (Russel S. Winer) 著

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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。

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。

清华大学出版社

2009.7

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。正如朱镕基同志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，朱镕基同志多次建议清华的 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

Overview: Levi Strauss

Until the 1990s, American visitors to the Soviet Union and Eastern Europe could be almost certain that they would be approached by young people asking 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. Since the 1990s, however, something has changed. Levi's made up 31 percent of the jeans sold in the U.S. market in 1990, a market share that had shrunk to 16.9 percent by 1998 and to 12.1 percent by 2002. Today's young people do not want to be seen in the same jeans that their parents wore. Levi's advertising campaigns now receive one star out of four in *Advertising Age*. What happened in so short a time? How could a world-renowned brand from a world-renowned company have stumbled so badly? In order to recover, in 2002 Levi's decided to supply Wal-Mart, the largest company in the United States, with a low-end brand, called Signature, and created two new brands—the high-end Red and more classic Type 1 and Blue. Although the Signature line accounted for 70 percent of Levi's sales in 2005, total sales declined from 2004. Can this multiple-brand strategy revive the value of Levi's products and lead the company back to the status it had prior to the 1990s?

Marketing Management: A Strategic Perspective

To understand fully what happened to Levi's and to give prospective marketing managers guidelines for how to be effective in their jobs, we need a marketing management textbook that goes beyond an explanation of basic concepts—it must present a strategic, integrative perspective. After teaching a core marketing management course for more than 25 years, I wrote *Marketing Management* because I came to understand how important the strategic perspective is and I observed that no textbook provided it. Readers of this book will find a strategic framework set up in Chapter 2, which is used throughout the rest of the text. Using strategy as a framework for the entire course is the chief distinguishing feature of this book.

The strategic framework in this third edition of *Marketing Management* promotes understanding of the second distinguishing feature of this text: its emphasis on the rapid changes thrust upon marketing managers by information technology in general, and the Internet in particular. Today every marketing textbook includes numerous references to the Internet, and despite the crash in Internet company stocks in 2001, it remains the most fundamental change in marketing in the last decade. The Internet is a place where products and services are sold, it is a communications and information medium, it facilitates customer service, and it provides other benefits and opportunities to marketing managers and customers. The fundamental nature of this new, information-intensive technology is *interactivity*, the ability of customers to be active participants in the exchange between consumers and companies (for more than money for goods). This book also discusses at length the many ways that companies' investments in information technology have changed the marketing manager's job, in areas such as information gathering, communications, pricing, and product development.

While looking at the transformations that information technology has brought, this third edition of *Marketing Management* also integrates the issues involved with marketing technology-based goods and services. What led me to include material on this topic was not only the 14 years I spent near Silicon Valley teaching at the University of California at Berkeley. 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 (for example, short product life cycles) that make being a marketing manager for high-tech

companies a somewhat different experience than being a brand manager for, say, Procter & Gamble's Crest toothpaste.

I have also included illustrations of global contexts by weaving foreign 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. In many companies, developing a global marketing strategy is no longer a separate activity from developing a U.S. strategy, since an important task is to develop a unified, global brand image.

Another unique feature of the book is the chapter on customer relationship management (Chapter 14). No other marketing management book covers this topical and vitally important area of marketing in this depth. Few aspects 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 14 and also provide several examples. It is also covered in Chapter 13 in the context of direct marketing.

Changes from the Second Edition

In developing this third edition, I have been careful to retain the best-liked aspects of the previous two editions—the easy-to-follow writing style, the integration of information technology into the appropriate topics, and the coverage of new and important areas of marketing, such as customer relationship management. But I have also listened to adopters, students, and reviewers in working to make this third edition an even more effective teaching and learning tool. Major changes include:

1. An entirely revamped look and feel. Marketing is a visual discipline, so along with updated text, advertisements, photos, and graphics, the book has a decidedly twenty-first century appearance.
2. As would be expected, many of the illustrations have also been updated.
3. The order of Chapters 9–13 has been changed. Readers felt that pricing and communications are the two most important part of the marketing mix. As a result, these two chapters (in that order) follow immediately after Chapter 8, New Product Development. This, of course, caused a change in the ordering of the Sales Promotion, Channels of Distribution, and Direct Channels of Distribution chapters.
4. The marketing strategy framework in Chapter 2 has been slightly changed. Instead of the selection of product features being part of the strategy, I have placed this material in Chapter 7 on Product Decisions.
5. Responding to new pressures being placed on marketing managers and CMO's (Chief Marketing Officers), I have included material on Return on Investment or ROI of marketing expenditures.

Organization of the Book

This book is divided into three parts, the contents of which follow this sequence: (1) introduction to the philosophy of marketing, the marketing manager's job, and the complete marketing strategy that forms the backbone of the book, (2) analyses that marketing managers must perform to develop a strategy, and (3) marketing-mix decision making.

The key benefit of this sequence is that it shows very clearly that strategic decisions must be made before tactical decisions. The marketing strategy chapter appears early in the book (Chapter 2) 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 or 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 comparable texts. In addition, Chapters 3 through 13 repeat the figure (Figure 2.1) describing the overall strategic structure with indications of "where we

are” in the development of a complete marketing strategy. This approach continually reinforces the strategic perspective.

Part 1: Marketing Philosophy and Strategy. These two chapters provide a general overview of marketing and the “behind-the-scenes” work that marketing managers do in framing the specific decisions that are ultimately made, such as what price to charge. In addition, the elements of a complete marketing strategy are described. This is a unique aspect of the book since, as noted previously, I cover this material earlier in the discussion than other textbooks.

Chapter 1, “Marketing and the Job of the Marketing Manager,” covers the basics of marketing: what it is, why it is important, the importance of a customer/competitor orientation, and the controversy over being led by the customer versus leading the customer. In addition, this chapter covers topics such as marketing organizations, the marketing plan, and how technology is changing marketing management and the marketing manager’s job. *Key benefit:* This chapter gives students an understanding of the importance of being customer-oriented as well as an understanding of the organizational environment within which marketing decisions are made.

Chapter 2, “A Strategic Marketing 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 in the book is on how product decisions must fit within an overall strategic framework. *Key benefit:* This chapter provides readers with the backbone of the book, a practical guide to the development of marketing strategy that is a key takeaway from reading this chapter.

Part 2: Analysis for Marketing Decisions. Behind the development of every marketing strategy is a set of analyses that form the basis for decision making. Chapters 3 through 6 are used to show the reader what kind of information is necessary to develop a marketing strategy and how to organize this information.

Chapter 3, “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:* This chapter introduces students both to the general point that research is critical to the marketing management function and to some specific pointers about how to conduct a marketing research study.

Chapter 4, “Analyzing Consumer Behavior,” covers the basics of understanding how and why consumers (individuals) make purchasing decisions. I discuss market segmentation and special attention is given to secondary sources of information that are useful for developing segmentation strategies. *Key benefit:* An understanding of consumer behavior is crucial to the development of a marketing strategy.

Chapter 5, “Organizational Buying Behavior,” highlights the differences between consumer and organizational (business-to-business) buying behavior. *Key benefit:* This chapter provides the background for developing marketing strategies targeting business customers.

Chapter 6, “Market Structure and Competitor Analysis,” covers competitor definition (against whom are you competing?), competitor analysis, and where information about competitors can be obtained. I also introduce a game-theoretic approach to competitive strategy. *Key benefit:* Students will obtain a “hands on” approach and concrete methods for determining competitors and analyzing their strengths and weaknesses. The simple game-theoretic illustrations are generally not included in other texts.

Part 3: Marketing Decision-Making. These chapters cover the actual decisions marketing managers have to make. This is the section instructors would consider to be the four Ps, although, as noted earlier, some aspects of “product” are integrated into the strategy discussion in Chapter 2. In addition, I consider decisions related to customer relationship management to be an integral part of the marketing “mix” today.

Chapter 7, “Product Decisions,” covers major decisions related to the product. These include developing and maintaining brand equity, product positioning, product line management, and some issues in packaging and product design. In addition, I place these topics in both technology and global contexts. *Key benefit:* Students will gain knowledge about two key strategic parts of the marketing manager’s job, branding and product positioning.

Chapter 8, “New Product Development and Marketing,” discusses various approaches to new product development, for example, the classical linear process versus the “rugby,” interfunctional approach versus target costing. New product forecasting and issues such as how to decrease time to market receive special attention. The chapter logically follows Chapter 7 to show that new product policy should be integrated with an overall product strategy. *Key benefit:* New products are the lifeline of any business; students will better appreciate the complexities of developing and introducing new products.

Chapter 9, “Pricing,” focuses on how to measure customer value and how to use it to make pricing decisions. I also cover specific pricing issues such as EDLP (everyday low pricing) and private label competition. *Key benefit:* Students should understand that pricing decisions can be made systematically versus the ad hoc approaches that are commonly used in practice.

Chapter 10, “Communications and Advertising Strategy,” covers the basic communications model and the importance of integrating all communications activities to deliver a uniform message and image to customers. In addition, I emphasize how managing communications and making communications decisions have changed due to the Internet and the Web. After reviewing the elements of the communications mix, the chapter covers advertising decision making, including new approaches to advertising on the Internet. *Key benefit:* Students will have a better understanding of integrated marketing communications (IMC) and advertising’s role in the communications mix.

Chapter 11, “Sales Promotion,” covers the essentials of sales promotion (different types, objectives, trade versus 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.

Chapter 12, “Channels of Distribution,” covers channel structure and management with an emphasis on managing indirect channels, that is, independent channel members. In addition, I discuss using the Internet as a channel, multilevel marketing, and current issues in supermarket retailing. *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 13, “Direct Channels of Distribution : Personal Selling and Direct Marketing,” introduces personal selling as a mixture of communications and distribution. I position personal selling as a channel—that is, a way for customers to gain access to the company’s products and services. I discuss the basics of sales management, with an emphasis on the impact of information technology on the salesperson’s job. *Key benefit:* Readers will gain an understanding how personal selling fits into the marketing mix.

Chapter 14, “Customer Relationship Management,” is a unique part of the book in that other marketing management texts do not cover it extensively. I introduce a conceptual approach to developing CRM programs that can be used to establish such programs in organizations. This chapter covers various topics in customer retention including loyalty programs, mass customization, and information technology used to create customer databases. *Key benefit:* The reader will understand how to develop a CRM program for his or her company and the various issues involved with implementation.

Chapter 15, “Strategies for Service Markets,” discusses what makes services marketing different from marketing manufactured goods. Topics covered include the service quality model, strategic and tactical issues, and the impact of technology on service markets with special attention paid 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.

Flexibility In and Out of the Classroom

The book you hold in your hand is shorter than the standard marketing management text, yet it covers all of the critical concepts. This provides flexibility for the instructor to either use the text as a stand-alone resource or to supplement it with cases and perhaps a reader with articles from business publications. In other words, instructors can customize course resources to fit their needs. It is also attractive to the student who finds overly long texts difficult to read and comprehend.

Key Pedagogical Features

A variety of pedagogical features appear throughout this text to enhance the learning experience.

Chapter Briefs

Each chapter in this text begins with a roadmap of the chapter, titled “Chapter Brief.” This feature outlines what material will be covered and provides the reader with an overview of the content of the chapter.

Chapter-Opening Case

A chapter-opening case and accompanying visual provides the reader with an interesting, contemporary, real-world company situation. It also offers a context where the reader can apply the chapter’s material to the marketing decision-making process. To accomplish this, the reader is referred back to the chapter-opening case several times in each chapter.

Examples of Real Companies and Real Strategies

In all of the chapters, I use examples from real companies liberally. Some of these examples highlight how an actual company has applied a specific marketing strategy or program.

Executive Summaries

At the end of each chapter, the “Executive Summary” recaps the chapter’s main points.

End-of-Chapter Questions

Following the “Executive Summary,” a series of chapter questions permits students to review and apply the material they have learned in the chapter. Alternatively, the questions can be used by the instructor as the basis for class assignments.

New Video Segments

Make your classroom “newsworthy.” Using today’s popular news-magazine format, students are taken on location and behind closed doors. Each news story profiles a well-known company leading the way in its industry. Highlighting 18 companies, including American Express, the NFL, Eaton, and Wild Planet, the issue-focused footage includes interviews with top executives, objective reporting by real news anchors, industry research analysts, and marketing and advertising experts. A video guide, including synopses and discussion questions, is available. The video library is offered on DVD and instructors can choose to have it shrink-wrapped with this text for their students.

Faculty Resources

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MARKETING SIMULATIONS


PharmaSim
Marketing
Management
Simulation

SUGGESTED COURSES:

- Marketing management
- Brand management

Take the role of a brand manager in the over-the-counter cold medicine industry.

PharmaSim drives home the Four P's of marketing. This simulation covers segmentation and positioning, management of a portfolio of brands, integrated marketing communications, and multiple channels with intermediaries. Students learn how to motivate consumers and channel partners; measuring their progress through marketing research. Co-authored with Thomas Kinnear of the University of Michigan.


StratSimMarketing
Marketing
Strategy
Simulation

SUGGESTED COURSES:

- Marketing strategy
- Marketing management

Use a market-oriented strategy to navigate the fast-paced automobile industry.

TEAMS TARGET consumer segments and B2B opportunities based on market attractiveness and core competencies. Students have the opportunity to utilize advanced marketing research techniques such as conjoint analysis, perceptual mapping, and concept testing. StratSimMarketing also demonstrates the impact of marketing decisions on the other functional areas of the business. Co-authored with Thomas Kinnear of the University of Michigan.

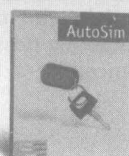

CountryManager
International
Marketing
Simulation

SUGGESTED COURSES:

- International marketing
- Courses with international perspectives.

A U.S. manufacturer of consumer products is determined to expand into Latin American markets.

CountryManager explores the modes of market entry, segmentation and targeting, and the Four P's in an international context. Establish an international presence in Argentina, Brazil, Chile, Mexico, Peru, and Venezuela. Co-authored with Larry Feick of the University of Pittsburgh and Martin Roth of the University of South Carolina.


AutoSim
Product
Management
Simulation

SUGGESTED COURSES:

- Product or marketing management
- Consumer behavior (applied approach)

Immerse students in the challenges of marketing in the small-car segment of the U.S. auto industry.

Vie for market share against Japanese and American automakers. Take charge of quarterly advertising and promotional decisions, product forecasts, and production runs. Segment the market using demographic and psychographic research, and create an advertising plan aimed at target consumers. Extremely rich in data, AutoSim is tailored to more rigorous marketing courses.


MarketShare
Marketing
Principles
Simulation

SUGGESTED COURSES:

- Marketing principles
- Introductory level marketing courses

Develop a sound understanding of the 4 P's of marketing.

MarketShare is based on the leading marketing management simulation PharmaSim, but simplified to be applicable for use in a marketing principles class. Students develop a basic level understanding of market segmentation, multiple channels, intermediaries and promotional content. Co-authored with Harlan Spotts of Western New England College.


NewShoes
Marketing
Principles
Simulation

SUGGESTED COURSES:

- Marketing principles
- Introduction to marketing for non-business majors

Introduce the 4P's at a basic level.

NewShoes covers marketing concepts at a basic level, focusing on the roles of price, product, promotion and place. With straightforward analysis and decisions in an online browser environment, NewShoes provides an engaging interactive experience for a marketing principles class. Co-authored with James Helgeson, Willbarn Terpening and Michael Ursic of Gonzaga University.

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PharmaSim

Predominantly used in: Marketing Management, Brand Management, and Marketing Strategy.

Take the role of a Brand Manager in the over-the-counter cold medicine market.

This leading marketing management online simulation drives home the Four P's of Marketing: Pricing, Promotion, Product and Place (distribution), while introducing students to the concepts of brand equity and marketing planning for multiple product lines. In PharmaSim, students take the role of a Brand Manager in the over-the-counter pharmaceutical industry and manage 'Allround,' the leading multi-symptom cold medicine. Over the course of up to 10 simulated periods, students may reformulate their brand, introduce a line extension, and launch a new product. PharmaSim is modeled from a brand management perspective, but the issues raised apply to marketers in any industry.

StratSimMarketing

Predominantly used in: Marketing strategy, marketing management and other advanced marketing courses.

Use a market-oriented strategy to navigate the fast-paced automobile industry.

This competitive marketing strategy simulation allows teams to target consumer segments and B2B opportunities based on market attractiveness and core competencies. Students have the opportunity to utilize advanced marketing research techniques such as conjoint analysis, perceptual mapping, and concept testing to enhance their understanding of the environment and consumers.

StratSimMarketing also highlights the importance of integrated decision-making by demonstrating the impact of marketing decisions on other functional areas of the business such as operations and finance.

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简 要 目 录

第一部分	营销原理及策略.....	2
1	营销和营销经理的工作.....	3
2	战略营销结构.....	35
第二部分	营销决策分析.....	60
3	营销调研.....	61
4	消费者行为分析.....	87
5	组织购买行为.....	123
6	市场结构和竞争对手分析.....	147
第三部分	营销决策制定.....	172
7	产品决策.....	173
8	新产品开发.....	203
9	定价.....	237
10	传播与广告战略	267
11	促销.....	301
12	分销渠道.....	327
13	分销的直接渠道：人员推销与直接营销.....	359
14	顾客关系管理.....	389
15	特别专题： 服务市场战略.....	421

Brief Contents

partone:	Marketing Philosophy and Strategy	2
1	Marketing and the Job of the Marketing Manager	3
2	A Strategic Marketing Framework	35
parttwo:	Analysis for Marketing Decisions	60
3	Marketing Research	61
4	Analyzing Consumer Behavior	87
5	Organizational Buying Behavior	123
6	Market Structure and Competitor Analysis	147
partthree:	Marketing Decision Making	172
7	Product Decisions	173
8	New Product Development	203
9	Pricing	237
10	Communications and Advertising Strategy	267
11	Sales Promotion	301
12	Channels of Distribution	327
13	Direct Channels of Distribution: Personal Selling and Direct Marketing	359
14	Customer Relationship Management	389
15	Special Topic: Strategies for Service Markets	421