

YOU! THE BRAND

Marketing the Individual

职业发展规划教程 ——树立品牌营销自己

[美] Lee Kitchen 王锦程 著



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前 言

本书将指导你为自己准备一份有效的行动计划，把你的实力、能力和才智转化成你的优势，这将为你实现自己的职业和生活目标做好充分准备。现在你所缺乏的只是一个规划，一个为自己的成功所做的规划。本书提供了一个简单可行的方法，使你能明确自己的需要或理想，并找到实现这些理想的途径。

本书的内容是按照市场营销的原理进行设计的。众所周知，为了获得良好的营销效果，多数的营销专家都会在了解产品、竞争、市场、环境方面花费大量的时间进行准备，重点集中在行业分析、产品的优势和不足、竞争对手以及在市场中的品牌定位。此外，他们还要编写一份商业计划书以及制订详细的沟通策略。借用市场营销的原理和做法，本书把你作为“世界上最独特的产品”进行分析，为你的职业发展规划提供系统实用的指南，帮助你正确认识自己和竞争对手以及你所希望进入的行业。前美国国务卿鲍威尔说过：“你永远都不可能获得全部的信息，当你得到80%的信息时就要作决策。”本书就是为你提供一个获取80%信息的框架，让你作出最正确的决策。

在编排上，本书没有采用传统的章节体例，而是使用树枝来代表不同的内容和顺序，这样做是有寓意的。枝叶有生命，老叶子秋天掉落，新叶子春天成长，你的生活和事业就像一棵树，它需要时间，需要营养，需要修剪才能成长成功，只有成功的人才能在人类的“森林”中脱颖而出，这就是作者编排的寓意：像树木剪枝一样让你克服缺点，发挥优势，增加知识和技巧，最终成就梦想。本书共分六个部分：第一部分阐述了市场营销的基本原理与应用；第二部分提出了自我评价以及设立目标的策略；第三部分介绍了自我提升和实现目标的途径；第四部分介绍了有效的沟通技巧；第五部分讲述了商务礼仪的规范；第六部分阐述了创造力的培养。最后的附录则包括个人资产负债表和预算模板，供读者参考使用。此外，本书的每一部分都配有相关的练习题，帮助读者深入理解所学的内容。

在学习这门课程之前，有一个重要的前提：思维模式。思维即是态度，只有用开放的态度，才能够领悟该课程的精髓——你能够做成任何你想做的事情！这本书中的



材料都来自于成功人士，来自于那些成就梦想的人们。我们把那些商界精英的聪明才智集中在一起，让你了解世界上最成功人士的经验和生活。不过，在学习了本书之后，你仍需要加倍努力。本书不是会飞的魔毯——你的梦想要靠你自己来实现！

为了使本书既具有国际化人才所需要的职业发展规划的特色，又能符合中国读者的实际情况，本书的作者在编写过程中进行了大量的讨论，以达到本书的编写目的，为提高中国国际化人才的竞争力尽一份微薄之力。但是，由于作者水平有限而且是中美作者合作完成，难免会有不妥之处，请读者批评指正。最后，感谢中国财富出版社的编辑对本书出版给予的大力支持。

Lee Kitchen 王锦程

2013 年 11 月

Table of Contents

Branch 1: Marketing Basics	1
Marketing Defined	2
Target Audience	2
The Four P's (Product, Place, Price and Promotion)	8
Example of Some Promotion Tools	12
New Marketing Basics (3 W's and C)	16
A Brand, Aura and Selling (Persuasion)	21
Product Life Cycle (Traditional and New)	26
Positioning and Repositioning	32
Social Marketing of the Self	34
Assignments	37
 Branch 2: Where Are You and Where Do You Want to Go	 39
Where Are You	40
Passion and Personality	40
Strengths and Weaknesses	42
Financially	45
Where Do You Think You Want to Go	46
What Do You Want	49
Setting Goals	51
Marketing Plan Outline	55
Career Goals and the Planning Process	58
Your Positioning	61
DYV Statement (Describe Your Value)	62



Financial Strategy	64
Assignments	68
Branch 3: How to Get There—— “Product” Improvement	76
Product Improvement and Education	76
Culture	78
Foreign Language	78
Package (Dress for Men and Women)	80
The Two Snake Eyes	83
Bad Debt and Good Debt	85
Plan for Getting out of Debt	88
Student Loans	91
Social Media and Your Branding Strategy	96
Assignments	106
Branch 4: Developing Effective Communication Skills	108
Communication Model	109
One-on-one Communication	111
How to Prepare for a One-on-one Presentation	113
Email and Memorandums	114
Telephone Communication Skills	119
Good News Messages	122
Bad News Messages	122
Thank You Notes	125
Listening Skills	127
One-on-group Presentation	128
Talk to Persuade	132
Visual Aids: The Destroyer of Presentations or the Helper of Presentations	133
Note-taking Skills	135
Other Presentation Tools	136
Technical Know-how	146

Table of Contents

Handling Questions and Objections	150
Branch 5: Business Etiquette	157
Cell Phones	158
Laptops	160
Tablets	161
Cubicles	161
Meetings	163
Business Social Gatherings	164
How to Keep a Conversation Going	167
Business Meals	169
Formal Review or Appraisal	173
International Etiquette	174
Assignments	178
Branch 6: Creativity or Something Special	183
Creative	184
Assignments	186
Appendix 1: Personal Balance Sheet	188
Appendix 2: Budget Format	189

Branch 1: Marketing Basics



Boogie: "Something totally unexpected and out-of-the-blue that can screw-up even the best plans."

—Jerry Huyler

导读：

本部分首先提出了“目标顾客”（target audience）的概念，即你希望联系的潜在雇主或其他可能给你提供就业机会的人。为了能有效地与目标顾客进行沟通，需要从人口特征和心理特征两个方面对他们进行分析。目标顾客又分为主要和次要两类，他们在你的职业生涯中发挥的作用是不同的。

其次，本部分介绍了市场营销的基本原理，从产品、渠道、定价以及促销四个方面阐述了市场营销组合的要素，并根据营销理论的最新发展提出了新的市场营销概念，即营销什么（what）、在哪里营销（where）、营销的原因（why）以及成本（cost），这



一概念有助于从新的视角理解市场营销的目标与任务。此外，成功的市场营销还需要树立品牌、突出个性、与客户建立信任。另外一个重要概念是产品的生命周期理论，在生命周期的不同阶段需要不同的市场营销策略。

把市场营销的理论应用到个人职业发展规划中是本书的核心内容。最后，作者利用产品生命周期理论对职业发展的不同阶段进行了论述，提出了实用有效的策略，此外，还对个人职业定位、社交网络营销与国际化营销给予了详细论述。

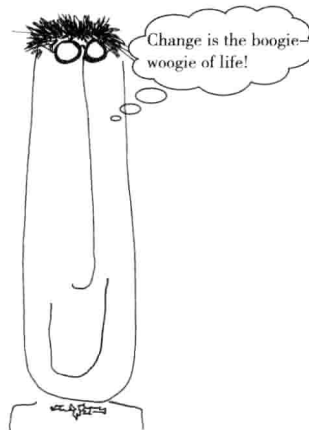
Marketing Defined

It would be helpful if you completed an introductory marketing course before reading this text, then you would have a better understanding of the marketing concept. You will still be able to understand the marketing process by reading this text only the process will be simplified. Let's explain the principles of marketing in terms for a person who has never taken a marketing course.

Marketing simply means giving people what they want or what they need while giving something to yourself in return. People get something; you get something. People believe they got their money's worth; you believe you got your money's worth for giving the product or service to the customer. It's that simple. Make someone happy; you are happy. Make someone wealthier; you become wealthier. People don't stay in business very long taking advantage of other people. Procter & Gamble listens to its customers and gives the customers what they want. It may be a new product or an improved product, but it starts with the customer. The key is that you understand your customers and realize that you must satisfy all the customers involved with the brand *you*.

Target Audience

A target audience means the specific person or the people you are trying to inform, entertain or persuade. Most communication in business relies on information and persuasion. The word target is a military term: where to send the missile or a precise place to drop the bomb. In business, we don't want to send missiles or drop bombs; we want to communicate. We communicate to inform or persuade a specific target. The target could be your classmates, your instructor, your



potential employer; or the head of human resources. Most marketing texts classify target markets into two primary types: demographic target audience and psychographic target audience (also referred to as a lifestyle and mindset).

A Procter & Gamble executive was recently quoted as saying that customers are more than demographics—they are people. His point was to think about your target audience as an individual: someone with feelings, beliefs, needs and wants. It is important to keep in mind when trying to build mutually beneficial relationships.



Demographic Target Audience

Demographics mean the vital statistics or the type of information one can obtain from a census report: age, education, occupation, gender, race, region of the country, religion, family status and other vital statistics. For example, the following represents just a few ways to classify demographics.



Race: Chinese

Region: Tianjin

Gender: Female

Age: 18 ~ 24

Income: 2000 RMB per year

Education: College educated, undergraduate

Family status: Single

Psychographic Target Audience

Psychographic refers to the mindset, lifestyle or type of person other than vital statistics. You can usually find clues to someone's lifestyle by the hobbies, pictures on the wall, the informal subjects they bring up with a little help from you (sports nut, die-hard alumni of some university, couch potato, book worm, intellectual, active father, bachelor, comic or one of a hundred labels we use to classify someone) .



A lifestyle, as adopted by the research firms making money on labels and acronyms, means what is inside of people's heads; how they perceive themselves to be vs. all other people in their age. For example: a basketball player is an athlete, someone who likes contact, challenge and being outside or actually doing things with other people. A person who wants to hang out at Internet Cafes, gaming, may think of himself/herself as an individual, someone who prefers working alone, a person who thrives on challenges and on winning. The two people have two distinctly different lifestyles or mindsets.

The lifestyle and mind-set of the primary target audience for this book is that of a person who:

1. Is competitive.
2. Is a learner.
3. Is hungry to absorb new information that will give him or her an edge.
4. Is receptive to new ideas and change.
5. Will use his or her imagination.
6. Is willing to workhard.

Why Do You Need to Know the Demographics or Psychographics of Your Target Audience

Because you can get inside their minds and hearts. When you are able to reach someone's mind and/or heart, you can then use more effective tools and evidence to either inform or persuade the person.

Your Career Primary and Secondary Target Audience

Your primary and secondary audiences are global. It used to be that your primary target audience was the human resource director of the company you were applying to or the boss or manager of a division. In my previous book, we explained that your secondary target audience includes the spouse of the manager. But there is more to it than that. During your career, you will find that those beneath your status, and those you've never met, will also become your primary target audience. They will become your supervisor. Let's back up a bit and go back to your primary target audience or the person you need to influence to get the job. That's because students, more often than not, fail to understand this concept.

Most students do not do the homework necessary to research the demographics and lifestyle of the target audience. Some claim it is impossible to find out who is interviewing you. Why so much about knowing who your target audience is and how it will help your career? Because you have to sell to the individual and convince him/her that you are the very best candidate for the position, that's why. These individuals are not sitting back in their swivel chairs hoping you will come along. What they are hoping for is that someone will figure out a creative way to get into their office with potential that they can shape and polish or train. That takes homework on



your part to find out who the target audience is and it can only be done with advanced preparation.

Grab the Attention of the Primary Target Audience

You must grab the attention of your target audience. How you do that varied by culture but it is the same in all cultures. You must have the credentials, combined with a sterling letter of recommendation, to break through the clutter of look-alike-resumes and letters of recommendation from your competition. You must be able to, at some point, look your target audience in the eye and create an impact that forces the target audience to snap back his/her head, ponder and then pull your resume and letter out of thousands of competitive letters in the stack.

How do you do that? Act as a model student and work like a tiger. The target audiences are like magnets, looking for the metal to make it in the big show. Still confused? OK. You become the best student in the class; offering to help and to run errands; you sit up front, ask questions and accept the professor as your guiding light. You stay in contact with the professor through professional links or through once-a-year correspondence and when you need the letter of recommendation, you draft it for him/her and make it easy for the person. You politely request the letter with plenty of lead time and only request one letter.

You also need to demonstrate loyalty, more hard work, come in early and leave late when you get the job. Avoid the critics and people with negative attitudes and offer your management and target audiences to run errands and help with simple things, like opening doors or cleaning off the board and just by staying in touch. Stand out from the crowd by paying attention to every word, asking questions and becoming the best student your professor has ever had. If you do those things, your professor will say just that, “he/she was the best student I have ever had” .

Students call that “kissing someone’s feet” . Achievers call that “just plain good relationship building” . And it will help you with a pattern that you can use for the rest of your life. Make the teacher or the boss look good, give him/her the real goods (work like an ox and yet deliver the merchandise) and stay in touch with him/her. Then, the golden letter you request will be just that——golden. The words of praise will be genuine. And with luck, that letter will pop out of the maze of applicant letters the same way a neon sign pops out from the standard white light bulb.

Most of us who have taught don't mind writing letters for our stellar students or the ones that stand out in our mind in a positive fashion. We dislike writing letters for mediocre students or students we barely know. Most of us won't do it. Every summer, during the middle of the course, some of my students in Tianjin ask me for a letter of recommendation. Unless the term is over, I generally don't even know these students well enough to write a letter of recommendation; so, the letter comes across like plain noodles. But if I have in my head that the student was outstanding, that he/she moved the needle, then I will spend at least a couple of hours perfecting a letter that is designed to ring the bell inside the head of the target audience.

Be careful of someone who can torpedo or hurt your career. The torpedo person is someone who will not write a letter for you because somehow you were rude or made him/her angry. But if an HR person calls them because they were your teacher, employer or co-worker, they will torpedo you and create a negative impression. How do you avoid being torpedoed? Easy, practice good manners. Read a book on business manners and practice the skills. Let the older person out of the elevator first. Respect the opinions of your colleagues even if you think they are wrong. Be kind and considerate and you will not be torpedoed. I am just waiting for the eight students in China from an American university that will not be named who rushed into the elevator with open beer bottles and did not say hello or allow me, their grandfather, out of the elevator first, to have an interviewer call me and ask if I knew the student while I was in China. I will politely let the interviewer know without violating the Civil Rights Act or Employee Privacy Act in the U. S. that, "yes, I recall that student." Then I will switch the subject, similar to the Dilbert (Dogbert) Cartoon, and say that I once had a bad meal and the only way I could keep it down was with cheap beer. If the interviewer still didn't get the message, I would add: "Have you ever had a rash?" And then I would wish the interviewer a great day. You never know who will torpedo your career. And, so, pretend everyone could be a potential torpedo. It is a good policy for success.

So Rethink the Question, Who are Your Primary and Secondary Audiences

This sounds a bit off the wall, but one of the most important candidates as the primary audience is the gate keeper. That is the person who will let your phone call in or make sure your resume and cover letter get read in a timely fashion by the ultimate decision maker. She, most likely she, is the person you want to meet personally even if she is in Shanghai or Chicago and



you are in Tianjin or Memphis. If she does not like you, your follow-up phone call will not do anything but turn her into a torpedo. Students reading this are saying, “Be real! I can’t afford to go to Shanghai or Chicago”. Maybe you are correct. But can’t you still figure out who the gatekeeper is and research her, find out her name and title and write her a letter? That often necessitates a phone call or some work on the web.

Revised Secondary Target Audience

The secondary target audience is almost too large to list but the following includes possible members of your secondary audience:

1. Your primary contact’s immediate boss.
2. The president or CEO of the company.
3. The secretary of the president of the company.
4. The wife or husband of your immediate boss.
5. The wife or husband of the president or CEO.
6. The HR director.
7. The HR director’s assistants and secretaries.
8. The receptionist on executive row and on your floor; in fact, on all floors.
9. Your colleagues.
10. The night and day janitors. Chances are the CEO and maybe your boss are on better speaking terms with them than they are with you.

The Four P’s (Product, Place, Price and Promotion)

Marketing texts are based on the four P’s: *Product*, *Place*, *Price* and *Promotion*. Maybe one day we will get rid of the four P’s and replace them with something more imaginative; for example: the four horsemen, or the big hogs, or the four pillars. If you decide to continue your study of the field of marketing, you will run into the four P’s in the same way as you run into cars in a bumper car ride. All marketing texts continue to pound readers with the same four P’s, so let’s simplify them for the brand *you*.