

工商管理外语阅读教程系列丛书

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市场营销 英语阅读

Selected

Readings

in Marketing

编著 芦文娟
主审 张忠明

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编著 芦文娟

主审 张忠明

责任编辑 江小珍

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前 言

《工商管理外语阅读教程系列丛书》是天津理工大学国际工商学院的教师们在经过中外合作办学的教学实践和经验总结后编写出的一套外语阅读教材。

本套丛书所选的国外原版阅读文章,涵盖了工商管理专业核心课程的重要领域,反映了当前许多国外工商管理学科最前沿的知识信息。专业语言的语料具有原汁原味的真实性,它能使学生所获取的专业英语技能在将来的工作中具有实用性。借助本套丛书,读者们能够跟踪了解工商管理科学发展的最新动态。

本套丛书中的每一本都给出了该专业学生应掌握的核心理论知识。为使学生们所学的专业领域中的语言知识得到应用、巩固、扩展和提高,课文后均配有大量的练习。

《工商管理外语阅读教程系列丛书》包括:1) 市场营销英语阅读;2) 财务会计英语阅读;3) 国际商务文化英语选读;4) 管理信息系统英语阅读;5) 战略管理英语阅读;6) 国际商法英语阅读;7) 人力资源管理英语阅读;8) 组织行为学英语阅读;9) 物流管理日语阅读。

本套丛书可作为工商管理专业学生的专业英语阅读教材。对于那些接受短期培训的企业管理者、MBA 学员和教师来说,这套丛书将会更有参考价值。我们希望这套丛书的出版,能进一步促进工商管理专业教学的推广和普及。

我们在此要感谢许多人,他们在本套丛书的编写过程中给予了我们极大的鼓舞和帮助。

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我们还要感谢工商管理学科的同仁们给予我们的热情指导和帮助,他们是李健教授、张忠明教授、魏津瑜博士等。

天津理工大学国际工商学院

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Category

Chapter 1	Facing a Business Challenge at Nike	1
Chapter 2	Investigation by GNB New Zealand	11
Chapter 3	A New Advertising Medium—Mobile Marketing	21
Chapter 4	Coke Tries to Counter the Pepsi Challenge	31
Chapter 5	Amazon—A Successful E-tailer	44
Chapter 6	Hisense Group Corporation—Rational Decisions on Air Conditioner	57
Chapter 7	Marriott International	69
Chapter 8	McDonald's	82
Chapter 9	Pizza Hut	95
Chapter 10	Strategic Issues in Chinese Marketing	109
Chapter 11	United Parcel Service	121
Chapter 12	Wal-Mart's Business Marketing	134
Chapter 13	Toys“ R ”Us Versus eToys	144
Chapter 14	Cyber-shopping	156
Appendix-1	Answers to the Exercises	169
Appendix-2	Marketing Glossary	180

Chapter 1

Facing a Business Challenge at Nike

Startup and prosperity

Manufacturers of athletic shoes are running a race that never seems to end . One of those manufacturers was named Nike, after the Greek goddess of victory¹ , and for a good reason: The company has no intention of letting the competition run away . Started by former collegiate sprinter Phillip Knight and his University of Oregon coach, Bill Bowerman, Nike stressed technology and *high-performance products* from the very beginning . An experiment with urethane rubber² and a waffle iron got it all started, and serious runners loved the new waffle-soled shoes³ . By 1981 Knight and his company had about half the U .S . athletic shoe market , outpacing established *overseas competitors* such as Adidas and Puma .

By 1980 Nike offered over 140 models of shoes . As the running boom of the 1970s faded, Knight knew he had to look beyond high-performance running shoes to expand the company s sales . He identified *target segments* in the sports market, including basketball and tennis . And with products designed specifically for those athletes, Nike continued to prosper .

A new twist to the market

The 1980s brought a new twist⁴ to the market, however . Serious athletes weren t the only people interested in athletic shoes . Capitalizing on aerobic exercise boom, younger rival Reebok boldly poured on the speed, taking the lead

by 1986 on the strength of its innovative aerobic shoes⁵ .

Phillip Knight s company was facing a formidable challenge launched by an upstart company in a newly emerging *market segment* . Aerobic exercise and the new world of athletic shoe fashion that it helped create were quite a departure from the millions of high-performance athletic shoes sold by Nike each year . Reebok s chairman, Paul Fireman, was among the first to spot the trend, and he had his designers create a unique shoe for aerobic workouts⁶ . But even Fireman wasn t prepared for what happened next . As running and sport shoes became fashionable footwear, Reebok s sales shot past those of its older competitors .

Product policies

The result was that Nike slipped into the runner-up position in 1986, and Knight knew he had to act . Using *market research*, Nike marketers learned more about *customer needs* . To boost Nike s appeal, the company introduced stylish accents and colors .⁷ Now the company could compete more effectively against Reebok and L . A . Gear, both successfully in combining fashion and active footwear .

But Nike—and the industry—was built on performance, and that remained a high priority for many customers . Knight poured money into research and development, resulting in the new Nike Air technology . Soon many Nike shoes featured Nike Air, and the firm built a special model with a small window on each side of the heel, revealing the air sac inside . Shoe stores were encouraged to show this Visible Air model to help sell all the shoes in the Nike line .

Advertising policies

Knight had always been adept at exploiting advertising . Even before Reebok stole the show with aerobic shoes, Knight was using aggressive marketing and advertising approaches to keep the public s feet in Nike shoes⁸ . For the 1984 Olympics in Los Angeles, the company brought out a daring new billboard

ad campaign, featuring colorful, dramatic pictures of athletes performing at their peak⁹. The Nike name and logo appeared only in one corner, without any headline or *sales message*. In the race with Reebok, this award-winning Olympics series was followed by other high-profile ad campaigns, including “Just Do It,” running from 1989 to 1990.

Knight also raised the stakes on celebrity endorsements, the industry's major *marketing technique*. Ever since Adidas and Puma pioneered the concept, success in the athletic footwear industry has depended on attaching the image of a sports star to a *line of products*. In 1984 Nike signed Michael Jordan to a multiyear, multimillion-dollar deal. Other sports celebrities in the Nike lineup include John McEnroe, Jim Everett, Joan Benoit Samuelson, Bo Jackson, and Wayne Gretzky.

Distribution policies

New products and new ads drew new customers, making distribution a key element in Nike's strategy. And Nike learned how important it is to maintain good relations with the *distribution channel*. Back when aerobic shoes were all the rage, Nike had mountains of unsold running shoes. The company turned to *discount stores* to empty its warehouses, which alienated the 12,000 sporting goods dealers and department stores that carried Nike's regularly priced shoes. Fortunately for Knight, he was able to win the retailers back with Nike Air.

The competitors

Looking at the competition Reebok is now neck and neck with Nike.¹⁰ Reebok introduced its answer to Nike Air: The pump, a \$170 shoe with a built-in pump to force air into the heel and midfoot. And this new technology seemed such a threat that Nike's stock price¹¹ declined on the news of its introduction. In addition, Reebok has caught up with Nike's expenditures for its annual ad budget. For 1990, Reebok's budget topped \$70 million-\$100 million spent on

the pump alone .

Clearly, performance is the key to succeeding in today's athletic shoe market . But Phillip Knight is also expanding Nike into appeal and children's shoes to capitalize in today's fitness and fashion partnership for all ages . The latest results look promising, and the race goes on .¹²



Background of Related Persons and Companies

1 . ne of those manufacturers was named *Nike*, ...

其中一个(运动鞋的)制造商是耐克公司,……

Nike 是希腊胜利女神的名字,传说她住在奥林帕斯山。每当希腊投入战斗时,女神就会飞下来支持他们。耐克公司的名字正是取义于胜利女神的拼搏精神和积极进取精神。

为了适应对产品的不断需求, *Nike* 在世界各地都有分支机构。全球总部设在俄勒冈州的比华顿,中国的总部设在上海。耐克公司于 1980 年进入中国,当时在北京成立了第一个生产联络代表处。从 1981 年至 1991 年,耐克公司先后在天津、广州、福建等地建厂。随着业务和生产规模的不断增长,耐克公司于 1991 年正式在广州成立中国市场部,且于 1993 年分别在上海和北京建立代表处。1996 年,耐克公司在中国成立了独资子公司——耐克(苏州)体育用品有限公司。中国成为耐克在全世界业务增长最快的市场,同时还是全球耐克鞋最大的生产基地。

2 . tarted by former collegiate sprinter *Phillip Knight* and his University of Oregon coach, *Bill Bowerman*, ...

由前学校赛跑选手菲利普·耐特和他在俄勒冈州大学的教练贝尔·鲍曼发起的……

当菲利普·耐特还在斯坦福攻读硕士学位时,他就梦想着有一天自己能够建立一个世界头号运动鞋公司。1962 年,他硕士毕业后,便开始将自己的计划付诸行动。他飞到日本,找到当时一家专门仿制阿迪达斯产品的虎牌运动鞋公司。他说服该公司的总经理,让他担任虎牌运动鞋在美国的代理商。

菲利普·耐特回到美国后,找到自己以前上大学时的田径教练贝尔·鲍曼,两人分别投资 500 美元,正式成立了一家名叫“蓝缎带”的运动品公司,开始在各高中田径运动会上

促销虎牌运动鞋。

后来,他们开始创造“耐克”品牌。产品出来了,如何快速地把它打入市场?耐特没有单纯依赖广告,而是把目标放在吸引优秀运动员穿上耐克产品上。恰好这年夏季,奥运会的田径赛在美国俄勒冈州的尤金举行,而鲍曼是美国队的教练。耐特充分利用这一机会,让几名最优秀的运动员穿着耐克运动鞋上了赛场。结果一炮打红,人们从此记住了耐克的产品。

随后耐克公司便一直采用“让运动员为你促销”的战略,利用他们的号召力使得耐克公司的销售额节节增长,成为世界著名运动鞋生产商,实现了耐特最初的梦想。

3 . . . younger rival *Reebok* boldly poured on the speed . . .

……年轻的竞争对手锐步大胆地倾力加速(发展)……

*Reebok*的创始人约瑟夫·福斯特,是英国的一位短跑爱好者。1895年,他希望能有一双带钉的跑鞋,但由于当时财力及资源的匮乏,他只好自己制造出一双以自己的名字命名的“福斯特跑鞋”。

1900年,福斯特进一步改进他的技术,并建立自己的市场。他专为当地的体育爱好者提供手工制造的跑鞋。这一消息被广泛传播;这种跑鞋也被普遍接受,并占市场领导地位。“福斯特跑鞋”从此给短跑带来了历史性变革,它被沿用了50年。

4 . . . ver since *Adidas* and *Puma* pioneered the concept . . .

自从阿迪达斯和彪马公司倡导了这种概念……

1945年,第二次世界大战终于结束。此后不久,鲁道夫和阿道夫·达斯勒就开始在联邦德国发展制鞋业。阿道夫,家里人都称他为“艾迪”,是创业者;弟弟鲁道夫则负责销售他哥哥的产品。起初,兄弟俩没干出什么名堂。但在1946年,他们的事业有了重大进展。就在这一年,杰西·欧文斯在奥运会上穿着他们制作的运动鞋,震动了全世界。这对阿道夫兄弟俩很有利——著名运动员穿着他们制作的鞋,顿时使他们声名鹊起。更重要的是,这后发了以后的阿迪达斯公司(*Adidas*)和其他运动鞋制造商,他们开始实行一种新的销售战略。

1949年,兄弟俩不知为什么闹翻了。鲁道夫分走了一半的生产设备,到城市的另一边建立了新的公司——彪马制鞋公司(*Puma*);而阿道夫则利用现有企业的基础,建立了阿迪达斯制鞋公司。(“阿迪达斯”是他的教名的爱称加上他姓氏中的前3个字母得来的。)此后,彪马公司一直没能超过阿迪达斯公司,长期只是居于世界第三位。

- 5 . In 1984 Nike signed *Michael Jordan* to a multiyear, multimillion-dollar deal .
1984 年耐克公司同迈克尔·乔丹签订了为期数年,金额达数百万美元的(广告)合同。

迈克尔·乔丹是当时奥林匹克篮球队队长,芝加哥公牛队升起的一颗明星。乔丹在篮球场上摧枯拉朽,飞身灌篮,勇不可挡。他在商场上也是一位开拓奋进的“飞人”。他的“迈克尔·乔丹高尔夫公司”在芝加哥建起一家大型商店,并在市郊建起一个高尔夫娱乐中心。乔丹每年的广告收入十分可观——在 3,000 万至 5,000 万美元之间。他的名字是一种特殊的畅销商品,比如乔丹餐馆、乔丹香水和乔丹运动鞋等。那时,乔丹正式成为全世界体育明星中的首富。



Notes

- 1 . Greek goddess of victory 希腊胜利女神
- 2 . urethane rubber 聚胺酯橡胶(在此指一种制鞋的材料)
- 3 . waffle-soled shoes 松糕鞋;弹性底的鞋(其中 waffle 意为“瓦夫饼”。)
- 4 . brought a new twist 带来一个新的转折点
- 5 . Capitalizing on aerobic exercise boom, younger rival Reebok boldly poured on the speed, taking the lead by 1986 on the strength of its innovative aerobic shoes .
利用有氧运动的繁荣,年轻的竞争对手锐步大胆地倾力加速发展,于 1986 年依靠其革新产品——有氧运动鞋的力量占据领导地位。
- 6 . aerobic workouts 有氧测试
- 7 . To boost Nike's appeal, the company introduced stylish accents and colors .
为了增强耐克品牌的吸引力,公司引入了时髦的款式和色调。
- 8 . To keep the public's feet in Nike shoes
让公众都穿耐克鞋
- 9 . Athletes performing at their peak
正处于运动高峰状态的运动员们
- 10 . Looking at the competition Reebok is now neck and neck with Nike .
从竞争上看,锐步和耐克现在是并驾齐驱的。

neck and neck 不相上下

11 . stock price 股价

12 . the latest results look promising, and the race goes on .

最新的结果看起来很有希望, 竞争仍在继续。



Concepts of Marketing

● high-performance products 高质量产品; 高性能产品

products with high quality, good designation and well accepted by the customers

质量高、设计精良并易于被顾客接受的产品

● overseas competitors 海外竞争者

competitors from foreign countries

来自外国的竞争对手

In this article, it means that Adidas and Puma from Germany are the overseas competitors of Nike from U .S . .

● target segments 目标市场

market in which a company is planning to sell its goods and services

公司打算销售其产品和服务的市场

● market segment 细分市场

group of consumers in a market who are definable by their particular needs

根据消费者的特别需求划分的市场中的消费群体

market segmentation 市场细分

means division of the market or consumers into certain categories according to their buying habits

指根据消费者的购买习惯将市场分成若干类别

● market research 市场调查

examining the possible sales of product before it is put on the market or the reasons for its performance after it has been launched

在新产品上市前, 调查其上市后可能的销售情况或调查产品上市后产生某种效果的原因

● customer needs 顾客需求

things that are necessary for a customer's physical, psychological, and social well-being

顾客在物理、生理和社会活动中必需的物品

● ad campaign 广告活动

● sales message 广告词; 广告语

key words designed in an advertisement

● marketing technique 市场营销技巧

● line of products 产品线; 产品系列

product line, series of products which form a group, all made by the same company (such as different models of cars, pens in different colors, etc.)

产品线, 指由同一公司生产的一组产品(例如不同型号的轿车、不同颜色的钢笔等)

● distribution channel 分销渠道

by which goods pass from the manufacturer to the customer, via the wholesaler and retailer

通过批发商和零售商把商品从生产商手中传送到顾客手中的途径

● discount stores 折扣商店

shop which specializes in cheap goods bought at a high discount

专营以高折扣率进货的廉价商品店



True or False According to the Text

Judge if the ideas of the following sentences are correct or not according to the text, then fill "T" if it is right and "F" if it is wrong in each blank.

1. The people who started Nike Co. were two professional sprinters.
2. In 1970s Knight and his company had about 50% of the U.S. shoe market, more than any other companies in this industry, even those overseas competitors.
3. When Knight knew he had to expand the company's sales, he decided to

develop the sports market of basketball and tennis except running shoes .

- 4 . After a new twist to the market , Nike turned into second place in the sports market in 1986 .
- 5 . Nike marketers didn t think that the company could compete effectively against the competitors through improving their products .
- 6 . Knight spent a lot of money on research and development, and then he acquired the new Nike Air technology .
- 7 . Nike Air technology means that people who wear the Nike Air shoes can walk in the aerospace .
- 8 . Knight had always been using aggressive marketing and advertising approaches to keep more customers .
- 9 . For the 1984 Olympics in Los Angeles, Nike brought out a new billboard ad campaign, with the large Nike name and logo in the center .
- 10 . or 1990 , Reebok s budget topped \$ 10 million spent on all the products .



Vocabulary Check

Fill in the blanks in the following sentences with the correct words/ terms from the list . You may change the tense, number, or form of the words/ terms to fit the context . Use each word/ term only once .

<i>market research</i>	<i>overseas competitor</i>	<i>line of product</i>
<i>discount store</i>	<i>high-per formance product</i>	<i>ad campaign</i>
<i>athletic shoes</i>	<i>runner-up</i>	<i>target segment</i>
<i>workout</i>		

- 1 . f the market turns out to be bigger than expected, we are going to bring out a TV _____, showing our products to the public .

- 2 . If you want to buy something in a low price, you may go to the _____ because products there are always at a high discount .
- 3 . The mobile phone manufactured by Haier Co . is sold all over the world, having defeated a lot of _____ .
- 4 . Many famous companies are producing and selling _____ in sports field, including sports suits, _____, bags, etc ..
- 5 . Chinese Women Volleyball Team has got a _____ position in the championships, which is the best performance in the recent years .
- 6 . Before a new product is launched, the most effective _____ must be made in order to make sure that the customers accept it .
- 7 . Football athletes in China have to take part in a long-run _____ every year to get the qualification to involve in the matches between the football clubs .
- 8 . It is very important for the companies to choose the suitable _____ to meet the demand of customers .
- 9 . Motorola has reasonable _____, which can meet various customer needs and desire .

Chapter 2

Investigation by GNB New Zealand

The market

The total battery market is dependent on the total car population¹. This comprises the OEM² market or the new car market, and *replacement market*. The OEM market experienced a dramatic decline in the period 1988-1991. The number of new car sales registered fell from 82,000 to approximately 47,000 during this period. Despite this, GNB steadily increased its hold of this OEM market each year, capturing nearly all the OEM business except for Honda (Lucas has this contract).

Although the battery that is placed in the new vehicle is sourced from³ GNB, it does not bear a GNB *brand label*. This is because the OEMs like to label the battery themselves. Toyota, for example, labels its batteries using the “Toyota” name, while Mitsubishi (who still insists on its own label), brands its batteries as “Autokit” products.

Replacement Toyota batteries are purchased at Toyota car dealers, who have a service outlet and replacement Autokit batteries are available at Mitsubishi dealers.

The New Zealand battery market is characterized by⁴ many suppliers—particularly Asian, Korean and Taiwanese imports dominate the import sector and have sparked heavy competition based on *price-cutting*⁵. A weaker dollar, lower fixed costs and the absence of tariffs have allowed Asian companies to cut prices while still maintaining reasonable margins for the distribution chain. This has put considerable pressure on New Zealand manufactured goods. During the period

1988-1991, the number of imported batteries as percentage of the total battery market increased from approximately 5 percent to 25 percent . In 1991, GNB had 53 percent of the total battery market in New Zealand . In 1988, they held about 60 percent of total *market share* .

Distribution

The industry s distribution channels have largely evolved in a haphazard fashion .⁶ Wholesalers and retailers are often one and the same . A large parts and accessories distribution channel has emerged as a result of the OEM market .

OEMs keep quantities of battery stocks, as do some fleet car managers in companies . The parts and accessories outlets largely control all the *franchised car dealers* . As part of a franchise contract, dealers must take most of their parts from the OEM . Batteries are no exception .

In the replacement market, product moves primarily through *service stations*, automotive electricians, tyre companies, parts and accessory shops, and *battery specialist shops* . Most of GNB s product (44 percent) moves through service stations and auto-electricians, although it is very difficult to tell where in the chain they receive the product and its destination .

The distribution side of the business is largely motivated by margin . Service station owners and auto-electricians look for a product that sells well and returns acceptable margins . A “ cost-plus ” mentality still prevails, and is largely encouraged by the manufacturers .⁷

Most distribution outlets either carry Lucas or Exide, and an import . Imports appeal to the more *price-sensitive buyer*, while the choice to carry the New Zealand-made manufacturer is largely determined on price and service from the supplier . It is also determined by the types of labeling the product has . For example, a Toyota dealer that has a large repair and service workshop is likely to stock the same Toyota batteries .

Buyer behavior

In 1992, market research was completed to investigate *consumer perceptions* of batteries currently on the market as well as the consumer attitudes to car battery outlets—what motivate the buyer, where people purchased their last battery and why. The *research findings* from 1,100 *telephone interviews* showed:

1 . 18 percent of respondents could not name a brand of car battery . Those who did name a brand named at least two and these respondents were more likely to be men, aged 34-44, and blue-collar workers⁸ .

2 . More than three-quarters of all batteries mentioned were Lucas and Exide . 39 percent of respondents named Lucas first, while 33 percent of respondents named Exide first .

3 . Respondents naming Lucas tended to be younger than those naming Exide, to be driving older cars and to be North Islanders⁹ . Highest *brand awareness* of Exide was among men aged 45 or more, South Islanders and owners of newer cars .

4 . Propensity to buy a specific brand was low . Only one-third of respondents were intending to specify a brand at the next purchase—38 percent of people did not know which brand they would choose to buy, while 20 percent would rely on garage recommendation . Garages and service stations were important influencers on brand choice to women and older people . Of those that would specify a brand next time they bought, people were twice as likely to buy Lucas than Exide .

5 . Price as well as the influence of the stockist and installer was the most important reasons for selection of a particular brand . 17 percent of respondents said they would buy the cheapest . These people were likely to be younger men in blue and white-collar occupations¹⁰ . Blue-collar men buy batteries based on previous good experience .

6 . Lucas and Exide buyers were able to give more concrete *product performance* reasons for buying than could other brand purchasers . Both Lucas