

Marketing

UNIT

2



Teaching objectives

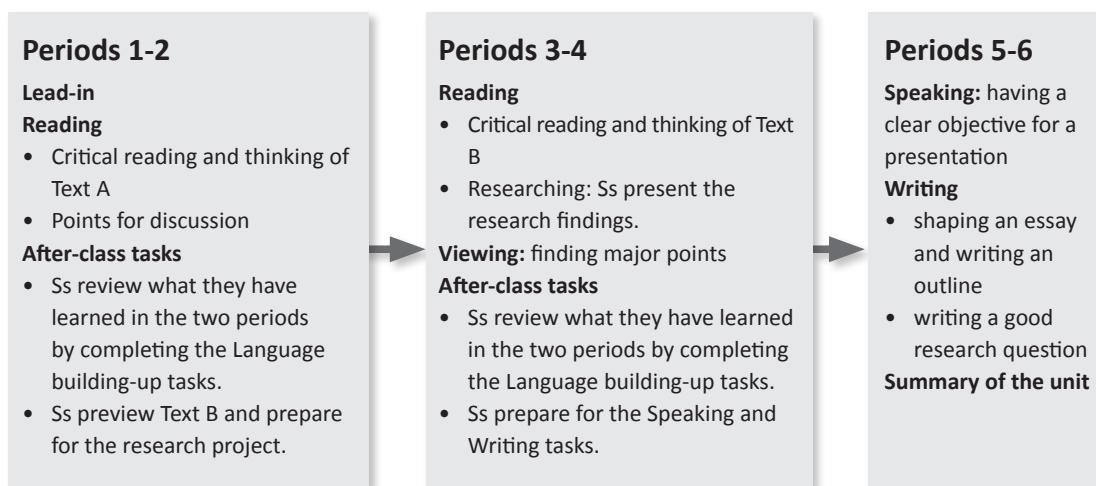
Upon completion of this unit, Ss are expected to accomplish the following objectives:

| | |
|-------------------------------|--|
| Professional knowledge | <ul style="list-style-type: none"> • Know the marketing theory of 4 Ps and its application • Recognize the five Ps in action • Get acquainted with some specialized vocabulary of marketing |
| Reading | <ul style="list-style-type: none"> • Critical reading and thinking <ol style="list-style-type: none"> 1) Understand the structure of business writing (e.g., looking for listed patterns, subheadings in a text) 2) Analyze difficult sentences 3) Think about issues critically • Language building-up <ol style="list-style-type: none"> 1) Learn the specialized vocabulary of marketing 2) Practice vocabulary and collocations in academic contexts 3) Study some formal language use • Researching Do group research to learn how companies promote their products through advertising |
| Viewing | Use clues to anticipate upcoming major points in a lecture |
| Speaking | Have clear objectives for a presentation |
| Writing | <ul style="list-style-type: none"> • Learn how to shape an academic essay and write an outline • Learn how to write a good research question |

Suggested teaching plans

Overview

This unit is designed for six periods of classroom activities. In each of the periods, certain tasks are to be completed. Generally speaking, there may be several different ways to explore this unit. Here is a suggested teaching plan.



Teaching guides for each part

Reading

Text A

△ Teaching steps

Lead-in

- 1 Divide the class into groups of 4-5 to discuss the two lead-in questions before reading Text A.
- 2 Have each group summarize their viewpoints and invite some to share their ideas with the whole class.
- 3 T may lead Ss into Text A by saying, “Your interpretations of marketing are based on your perceptions in your daily life. Do your views coincide with the professionals’? Let’s look at the definitions presented in Text A.”
- 4 Ask Ss to scan the text and locate the definitions of marketing given by three professional marketing organizations in paras. 2-4. T may invite some Ss to translate them into Chinese orally. Ask Ss to pay attention to the language used in the definitions.

Critical reading and thinking

1 Overview

- 1) Give Ss a few seconds to scan all the subheadings in Text A and then decide how to divide the text into two parts: the definition of marketing and the exposition of the 5 Ps of marketing.
- 2) Ask Ss to read the text quickly and complete Task 1.
- 3) Give Ss additional information on marketing theories. The Supplementary information may be of help.

2 Points for discussion

- 1) Put Ss into groups of 4-5 to brainstorm answers to questions in Task 2.
- 2) Invite some groups to share their views with the class.
- 3) Encourage other groups to feed back once the presenting groups have finished their reports.

Language building-up

1 Specialized vocabulary

- 1) Ask Ss to work through Task 1 to review the specialized vocabulary used in the text.
- 2) Check Ss' answers.
- 3) Draw Ss' attention to Key terms for further study at the end of the unit.

2 Academic vocabulary

- 1) Ask Ss to practice the words in the box in the academic context by completing Task 2.
- 2) Check Ss' answers.

3 Collocations

- 1) Guide Ss through Task 3 to help them grasp the frequent and useful collocations which occur in academic contexts.
- 2) Check Ss' answers.

4 Formal English

- 1) Ask Ss to look up the underlined words in Task 4 in a thesaurus and find their synonyms.
- 2) Restate the differences between formal and informal English as has been expounded in Unit 1. Remind Ss that phrasal verbs are used more commonly in informal situations, while avoided in formal writing.
- 3) Ask Ss to complete the task and check their answers.

Supplementary information

1 Jerome McCarthy

Jerome McCarthy (1928-2015) is an American marketing professor and a pivotal figure in the development of marketing thinking. In one of his most famous books *Basic Marketing: A Managerial Approach* (1960), Jerome proposed the concept of the 4 Ps of marketing (product, price, place, promotion).

2 The 4 Ps of marketing

An organization's 4 Ps marketing mix (市场营销组合) is the combination of strategies and tactics used to implement a marketing plan. Due to the changes in customer behavior and their expectations, the proliferation of marketing channels, etc., this classic business / product-oriented model became inadequate and ineffective in providing solutions to customers' problems, and was thus replaced by the 4Cs (consumer, cost, convenience and communication) model proposed by Robert F. Lauter. The 4Cs of marketing mix is a more customer-oriented model and is easier to adapt to certain changes in the market. Today in the era of big data, the marketing mix has evolved to 4Vs (volume, variety, velocity, veracity) to better serve digital marketing.

Language support

1 Manipulation is a charged word, especially when we talk about manipulating people. (Para. 7)
charged: filled with a strong emotion such as indignation or nervousness 充满某种情绪的
e.g. He tried to abandon the negatively charged belief about what it means to miss out on something.

2 I manipulate tools in my promotion tool kit in hopes of enticing consumers to buy my product. (Para. 8)

1) tool kit: a set of tools 一套工具

e.g. A competitive currency is one element in the government's policy tool kit to manage the economy.

2) in hopes of: wanting sth. to happen 怀着……的希望

e.g. When the seller was in a dialog with his potential client, he wanted to keep the discussion alive in hopes of closing the deal.

Paraphrase: I skillfully use the tools from my promotion tool kit in order to persuade consumers to buy my product.

3 Sometimes the need is sociological, such as the need to fit into a culture, or the need to stand out. (Para. 10)

1) fit into: to become assimilated into and accepted by a group 适应

e.g. The HR manager selected three candidates who have the right background that may fit into the company.

2) stand out: to be much more impressive or important than others 崭露头角; 出人头地

e.g. One way to stand out in an interview is to ask questions.

4 Similarly when the Porsche 914 became known as the "poor man's Porsche" (due in part to its low entry-level price) the brand was doomed to failure. (Para. 15)

entry-level: appropriate for a beginner; basic 入门级的

e.g. Living in the big city on her entry-level salary could be a tough go.

- 5 Will you make it widely available or in a select few stores? (Para. 16)

a select few: a small number of; a handful of 极少数

e.g. Organizations should be aware that creativity and innovation is no longer only needed in a select few industries.

- 6 Some products start with very exclusive distribution, establish a reputation for their brand and then expand distribution. (Para. 17)

exclusive distribution: available only at particular stores 独家经销

e.g. The two companies sign an exclusive distribution agreement last month.

Text B

Teaching steps

Critical reading and thinking

- 1 T may lead in by saying, “With the knowledge of the 5 Ps of marketing obtained from Text A, let’s examine how the marketing model is applied in real life by looking at the examples in Text B.”
- 2 For the part about “people,” ask Ss to look at two successful and two failed examples given in paras. 3-6 to better understand the importance of knowing the wants, needs and desires of “people” in marketing.
- 3 For the part about “product,” ask Ss to identify how P&G and Unilever achieve product superiority with their marketing efforts.
 - Be the first to reach a market.
 - Eliminate small or unprofitable businesses or brands.
 - Achieve a high degree of market penetration.
- 4 For the part about “price,” ask Ss to analyze the case of Wal-Mart to comprehend how its low-price strategy (achieved by the ability to lower the operational costs) helps boost customer loyalty.
- 5 For the part about “place,” ask Ss to study the example of Tampax to learn how one can get the place right for a product.
- 6 For the part about “promotion,” ask Ss to compare European carmakers with American and Japanese car companies to see in what way advertising works best as a form of marketing communication.
- 7 Ask Ss to complete Task 1 and check their answers.
- 8 Divide the class into groups of 4-5 and discuss the questions in Task 2. If time is limited, T may

assign different questions to different groups. Make sure that every question is covered.

9 Ask some groups to report their answers to Task 2 to the class.

Language building-up

1 Academic vocabulary

- 1) Ask Ss to practice the words in the box in the academic context by completing Task 1.
- 2) Check Ss' answers.

2 Collocations

- 1) Familiarize Ss with the common collocations from the text by completing Task 2.
- 2) Check Ss' answers.

Researching

1 Guide Ss through the directions of the task.

2 Explain to Ss that “advertising media” refers to the means or vehicles through which advertiser communicates his message to prospective customers to influence their behavior.

Major advertising media include:

- press media (newspapers, magazines, etc.)
- direct advertising (sales letters, e-mails, short mobile messages, catalogs, brochures, etc.)
- outdoor media (banners, special signboards, billboards, station posters, neon signs, vehicle advertising, etc.)
- audio-visual media (radio, TV, cinema houses, elevator, Internet, moving slides, etc.)
- advertising specialties (free-of-charge items offered to customers with logo or company names stamped or inscribed 广告特制品)
- window display
- trade fair and exhibition, etc.

3 Divide the class into groups of 4-5 and ask them to do the research task by following the steps provided in Researching.

4 Invite some groups to present their research findings to the class.

Supplementary information

1 **Consumer Reports**

Consumer Reports (CR) is a magazine released by an American nonprofit organization that provides unbiased product ratings and reviews for more than 9,000 products and services, along with trusted advice and in-depth reporting. It's a useful source of information that helps consumers make more informed purchase.

2 **Wal-Mart**

Wal-Mart, by its development of more than 50 years, is now the largest retailer in the world, with over 2.2 million employees and 11,300 stores under 58 banners in 27 countries and

e-commerce websites. Its revenue of the fiscal year 2019 is \$514.4 billion. Wal-Mart operates in different business models, including Supercenter, Discount Store and Neighborhood Market.

3 Wal-Mart's controversy

The controversy around Wal-Mart revolves around the company's policies and business practices and their effects. Charges against this world's largest retailer include racial and gender discrimination, the corporation's foreign product sourcing, treatment of product suppliers, environmental practices, the use of public subsidies, and the company's security policies. Wal-Mart denies doing anything wrong and insists that low prices are the result of efficiency. Wal-Mart proponents hold that the company's success lies in its commitment to low prices of products that customers want and need. However, Wal-Mart critics argue that Wal-Mart's low prices absorb sales from other stores and kill off local small businesses.

Language support

- 1 In hindsight, it seems even more ridiculous that anyone ever thought it would work. (Para. 3)
hindsight: the ability to understand and judge an event or experience after it has occurred 后见之明

e.g. Future earnings and price appreciation can make those formerly costly-looking stocks seem cheap in hindsight.

Paraphrase: When looking back, we can see how ridiculous it is to think that selling pet food and accessories over the Internet would work.

- 2 Is that content? Sure, but it's also one of the most amazing in-depth ads you've ever seen. (Para. 6)

- 1) The word "content" here refers to the information contained in the website, considered separately from the advertisement elements that persuade people to buy the product or service.

- 2) in-depth ads: advertisements which are made carefully and in great detail, thus thorough and complete 有深度的广告

- 3 At P&G, iconic brands such as Duncan Hines, Jif peanut butter, Folgers Coffee and Pert Plus shampoo were all sold off. (Para. 10)

sell off: to sell sth. especially at a low price, in order to get rid of it 卖掉; 廉价处理掉

e.g. The company would have to sell off some of its assets to raise money.

- 4 After bouncing around the Midwest from retail job to retail job, he bought a small store in Bentonville ... (Para. 12)

bounce around: to move or change between several different things, such as jobs or places 换来换去

e.g. He has bounced around several jobs since graduation.

- 5 Those savings were passed along to customers in the form of some of the lowest prices offered anywhere. (Para. 14)

pass along to ...: to deliver sth. to an intended recipient after having received it from sb. else
传递; 转嫁

e.g. The massive taxes on insurance companies will undoubtedly be passed along to the insured.

Paraphrase: With the money saved, Wal-Mart benefited customers by offering the lowest prices in the market.

- 6 Manufacturers were then left trying to figure out how they could make the goods for the price Wal-Mart was willing to pay. (Para. 15)

Paraphrase: Then manufacturers had to work by themselves and find out how they could produce the goods within Wal-Mart's price limit.

- 7 General Motors has eight brands broken down into nearly 100 sub-brands. (Para. 21)

break down into: to divide sth. into (parts or groups) 将……分解成……

e.g. Your goals should be broken down into concrete actions.

Viewing

▲ Teaching steps

- 1 Guide Ss to learn the way to find major points in a speech / lecture.
- 2 Draw Ss' attention to the Word bank before watching the video clip.
- 3 Play the video clip and ask Ss to complete the tasks. Then check Ss' answers to the two tasks.
- 4 T may also guide Ss to discuss the strengths and weaknesses of sub-brands by drawing their attention to the first lesson that the speaker has learned about marketing: The bigger the brand, the more difficult it is to reposition it; and therefore building a brand with sub-brands is a better strategy. Ask Ss to compare it with the view on sub-brands expressed in Text B. (Text B points out the problem of sub-branding by referring to the troubles that US and Japanese car companies have had to promote their cars because they're over-branded.)

▲ Supplementary information

1 Hoover

When the Hoover company was first founded in Ohio in the US, it sold vacuum cleaner. Later its business expanded to floor-care products, laundry products and domestic appliances such as washing machines and tumble dryers. Mostly in the 20th century, Hoover dominated the electric vacuum cleaner industry to the extent that "Hoover" became colloquially

synonymous with “vacuum cleaners” in the UK and Ireland.

2 Heisenberg’s Uncertainty Principle

It is known as one of the cornerstones of quantum physics, Heisenberg’s Uncertainty Principle expresses a limitation of operational possibilities imposed by quantum mechanics. The Uncertainty Principle, discovered by Werner Heisenberg in 1927, states that for certain value pairs of quantum objects both values cannot be exactly defined at the same time.

Speaking

▲ Teaching steps

- 1 Tell Ss that the questions listed in the note can serve as guidelines to help them set a clear objective for their presentation.
- 2 Ask Ss to refer back to the presentations they have done in Researching and clarify the goals of their presentations.

Writing

▲ Teaching steps

- 1 Guide Ss to learn how to structure an academic essay and write an outline.
- 2 Explain to Ss the two steps of developing a good research question.
- 3 Let Ss complete the tasks.
- 4 Divide the class into groups of 4-5 and tell Ss to share the cover page and outline of their own essay within their groups.
- 5 Walk around the class to learn more about Ss’ progress before making comments.



Reading

Text A

Lead-in

Task

- 1 Marketing means putting the right product in the right place, at the right price, at the right time.
- 2 Answers may vary. Here are some useful points for reference.
 - Marketing guides us to the current and latest trend in the market. When we pass by a billboard in the street or watch the commercials on the small screen in the elevator, we keep updating information in the market, such as new high-tech gadgets, healthier food, new season clothes, etc.
 - Marketing influences the way we perceive things. For instance, the way that Apple users view their life has something to do with the way that Apple has led its users to experience with its products: stay simple and think different.
 - Marketing also has a way to make us want to pay for the newest products. For instance, that Pepsi keeps adding new products or variants to their existing product line and shifts its focus from sugary soft drinks to healthy drinks fosters curiosity of Pepsi drinkers and arouses their interest in having a try.

Critical reading and thinking

Task 1 / Overview

- 1) Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.
- 2) Marketing refers to the core business philosophy that directs the processes of identifying and fulfilling the needs of individuals and organizations through exchanges which create superior value for all parties.
- 3) Marketing is the management process for identifying, anticipating and satisfying consumer requirements profitably.
- 4) Marketing is: a) discovering and giving consumers what they want and need, and b) doing this at a profit.

- 5) the wants, needs and desires of people
- 6) understanding of the consumer
- 7) sale or use
- 8) tangible or intangible object
- 9) setting quality expectations
- 10) segmenting the consumers
- 11) you distribute your product
- 12) advertising
- 13) public relations
- 14) sales promotion
- 15) event marketing

Task 2 / Points for discussion

Answers may vary. Here are some useful points for reference.

- 1 Yes, I agree with the author. People are key to all the economic activities. Without people, there is no point in marketing. Moreover, no matter what business people do, what product they produce, and what service they provide, the ultimate goal is to satisfy the needs and desires of people. Business would not be successful if people don't like it.
- 2 Yes, I agree.
 - Profit is the ultimate goal of capitalism. It is the motivation of profit that drives capitalists toward starting a business in the first place.
 - Unless a business can make profits, it is likely to close down due to lack of funds.
 - If a capitalist investor or owner of a business cannot make a profit, he / she will soon stop investing.
 - The prime consideration in capitalism is profit. Profit is the vital current of the capitalist system, and when it ceases to flow the system will be dead.

No, I don't agree.

- Although profits may be the lifeblood of capitalism, making the maximization top priority regardless of societal consequences violates the spirit of our laws. It should first be determined how best to minimize a business venture's potential risks of damage to the general public and the environment. It is from that paradigm that profitable projections and targets should be formulated.

Language building-up

Task 1 / Specialized vocabulary

1

- 1 销售行为

- 2 经营理念
- 3 战略决策
- 4 目标市场
- 5 促销
- 6 营销经理
- 7 知名品牌
- 8 public relations
- 9 exclusive boutique
- 10 event marketing
- 11 personal one-on-one selling
- 12 marketing communication

2

- | | |
|-----------------------|---------------------|
| 1 business philosophy | 2 target market |
| 3 Strategic decisions | 4 established brand |
| 5 sales promotion | 6 event marketing |

Task 2 / Academic vocabulary

- | | |
|-------------|----------------|
| 1 exclusive | 2 highlighted |
| 3 maximize | 4 manipulating |
| 5 convinced | 6 infinite |
| 7 identify | 8 defined |

Task 3 / Collocations

- | | |
|-------------------------------------|--|
| 1 in essence | 2 manage your customer relationships |
| 3 satisfy consumer requirements | 4 increase profitability |
| 5 entice consumers to buy a product | 6 delivering brand value to your customers |
| 7 doomed to failure | 8 Expanding distribution |

Task 4 / Formal English

- | | |
|--------------|-----------------------|
| 1 expecting | 2 control |
| 3 persuading | 4 divides |
| 5 indicates | 6 considered / viewed |

Text B

Critical reading and thinking

Task / Overview

- 1) Understand people's needs and desires and make it useful.
- 2) Procter & Gamble and Unilever

- 3) Single-minded focus on low prices.
- 4) Tampax
- 5) It takes a lot of advertising to sell a car; focuses on parent brands instead of sub-brands.

Task 2

- 1 Because they don't understand people's needs and desires and don't know how to make the content useful to them.
- 2 Good location and a tremendous amount of information about the sales of every brand they handle.
- 3 Because the American and Japanese auto businesses are overly branded. For example, General Motors has eight brands broken down into nearly 100 sub-brands. Advertising for a Chevrolet Corvette has no impact on a Chevrolet Impala and vice versa. BMW, however, simply adds a number to their brand name. Thus, advertising for one BMW has impact across the entire brand.

Language building-up

Task 1 / Academic vocabulary

- | | |
|----------------|-----------------|
| 1 option | 2 vision |
| 3 potential | 4 controversial |
| 5 intelligence | 6 majority |
| 7 dominate | 8 expansion |
| 9 virtual | 10 investments |

Task 2 / Collocations

- | | |
|-----------------------|------------------------------|
| 1 has come a long way | 2 have many things in common |
| 3 on average | 4 In hindsight |
| 5 in part | 6 to say the least |

Researching

Answers may vary. Here are some useful points for reference.

- Nike is known as one of the world leading designers and distributors of sports shoes, quality sportswear, and equipment and accessories for a wide variety of sports and fitness activities.
- The advertising media Nike has employed include TV commercials, billboards, station posters, magazine print ads, window display, social networking advertising, etc.
- Nike's "Just Do It" advertising campaign, usually featuring famous sports persons, is potentially formulated not only to highlight the functional properties of its product but also to appeal to the emotional needs of consumers.
- The target audience of Nike ads includes both sportsmen and people who become more preferred to the sports world. The ads seek to show people a new way to set goals and

encourage them to exploit their own athletic potential, and then inspire them in their personal achievement through Nike products.

- Nike’s advertising practice is a resounding success. The implementation of the “Just Do It” campaign boosted the sales in 2015, increasing the revenues and the operating profit. The success lies in Nike’s focus not only on the product, but on the person who wears the product in the ads as well, which captures the confidence of consumers toward the brand itself.

Viewing

Task 1

1 F 2 T 3 F 4 T 5 T

Task 2

- 1 physics can teach us something about marketing
- 2 a It’s the same with brands.
b It’s the same in marketing.

Scripts

So I work in marketing, which I love, but my first passion was physics, a passion brought to me by a wonderful school teacher. So he taught me that physics is cool because it teaches us so much about the world around us. And I’m going to spend the next few minutes trying to convince you that physics can teach us something about marketing.

So, physics and marketing. We’ll start with something very simple, Newton’s law: “The force equals mass times acceleration.” But if we rearrange this formula quickly, we can get to acceleration equals force over mass, which means that for a larger particle, a larger mass, it requires more force to change its direction. It’s the same with brands. The more massive a brand, the more baggage it has, the more force is needed to change its positioning. It explains why Hoover found it very difficult to persuade the world that it was more than vacuum cleaners, and why companies like Unilever and P&G keep brands separate, like Ariel and Pringles and Dove, rather than having one giant parent brand. So the physics is that the bigger the mass of an object, the more force is needed to change its direction. The marketing is, the bigger a brand, the more difficult it’s to reposition it. So think about a portfolio of brands or maybe new brands for new ventures.

Now, who remembers Heisenberg’s Uncertainty Principle? Getting a little more technical now. So this says that it’s impossible, by definition, to measure exactly the state, i.e., the position, and the momentum of a particle, because the act of measuring it, by definition, changes it. So to explain that – if you’ve got an elementary particle and you shine a light on it, then the photon of light has momentum, which knocks the particle, so you don’t know where

it was before you looked at it. By measuring it, the act of measurement changes it. The act of observation changes it. It's the same in marketing. So the act of observing consumers changes their behavior. Think about the group of moms who are talking about their wonderful children in a focus group, and almost none of them buy lots of junk food. And yet, McDonald's sells hundreds of millions of burgers every year. Think about the people who are accompanied shop in supermarkets, who stuff their trolleys full of fresh green vegetables and fruit, but don't shop like that any other day. So luckily, the science – no, sorry – the marketing is getting easier. Luckily, with now better point-of-sale tracking, more digital media consumption, you can measure more what consumers actually do, rather than what they say they do. So the physics is, you can never accurately and exactly measure a particle, because the observation changes it. The marketing is – the message for marketing is – that try to measure what consumers actually do, rather than what they say they'll do or anticipate they'll do.

Speaking

Task

Answers may vary. Here is a suggested answer.

The goal of my presentation is to demonstrate the importance of advertising in marketing communication.

Translation of texts



Text A

市场营销

在街上找个普通人，问他什么是营销，他会告诉你，营销就是“卖东西”。这基本没错，但营销不仅仅是销售行为，而是如何销售。我们时时刻刻都处在营销的世界中，而我们每个人都在以自己的方式开展营销。

专业人士是如何定义市场营销的呢？美国市场营销协会认为，“市场营销是一种组织职能，也是一套流程，用于为客户创造、传播和交付价值，管理客户关系，并惠及组织及其股份持有人。”

世界市场营销协会将营销定义为“核心经营理念，它指引着识别并满足个人和组织需求的流程，通过交换为所有参与方创造卓越价值。”

最后，英国特许营销协会认为“市场营销是识别、预测和满足消费者需求，并为企业获取

利润的管理流程。”

如果只看这三个定义的共同点，我们可知，营销本质上是：a) 发现消费者的需求，并提供他们想要和需要的东西；b) 为了赢利。

市场营销的4P或5P策略

密歇根州立大学的杰罗姆·麦卡锡教授在20世纪50年代写的一本书中定义了营销的4P理论：产品、地点、价格和促销。这本书为这个星球上最古老的行业提供了一个清晰的框架，形成了市场营销的定义。

要更好地理解市场营销，你要有一套自己的定义。举个例子，我认为营销是为了在获得利润的基础上满足消费者对产品、价格、渠道、促销以及人进行操控的行为。操控是一个容易引起强烈情绪的词，尤其当我们谈到操控人的时候。但是，操控很重要，因为作为一个营销人员，我要把握好每一个营销工具，并加以操控，以达到对市场影响的最大化。

作为一个营销经理，我要操控产品的形状、气味和触感，我要操控产品的价格，我还要操控促销工具以吸引消费者购买我的产品。在麦卡锡强调的4P营销策略上，我们加上了第五个P：人。

人的策略

对于“人”是否应该被纳入市场营销策略的第五个P，多年来营销界争议不断。我之所以把“人”纳入其中，是因为如果没有人，营销就没有意义。

好的市场营销专注于人的渴望、需求和期望。有时，需求是物质层面的，比如营养丰富的食物或纯净的水。有时，需求是心理层面的，比如想给别人留下深刻的印象。有时，需求是社会层面的，比如融入某种文化的需要或出人头地的需要。有无数的理由让人们去做他们所做的事，渴望他们想要的东西，并且为之付诸行动。因此，有效的市场营销的前提是对消费者的深入了解。

但是，事实上，少有营销人员将消费者作为出发点。原因何在？这是因为大多数市场营销是从新产品的问世开始的，这些产品或许有现有市场，或许没有。最常见的营销逻辑是“我们创造了一个更好的产品，现在要去发现购买它的人”。显然，这就是为什么美国有超过百分之八十的新产品会在第一年就失败。

无论卖什么，总有一部分人比其他人有更强的购买欲。举例来说，让我这个从不吸烟的人去买你这个牌子的香烟既浪费时间又浪费钱；但如果我是个烟民，我也许会对一个从未尝试过的新牌子感兴趣。发掘你的目标市场，并尽力了解消费者行为发生的原因，能帮你找到最好的方式去呈现你的产品，使利润最大化。

产品策略

产品是指任何可以出售或供别人使用的东西，包括产品质量、所用材料、颜色/尺寸/气味/口味和与产品本身相关的所有方面，也包括产品包装（例如：包装是全封闭的还是能看到里面的产品？）、产品的设计和制造，以及优化产品生产的所有研发工作。市场营销策略中的“产品”涵盖了所有涉及产品开发的有形或无形的内容。

价格策略

除了反映商品的成本和利润，价格还传递了很多其他信息。价格提供了很多与产品有关的

信息，并设定了对质量的期望值；价格还将顾客划分为买得起和只能想想两类。最后，价格还告诉你该如何消费该产品。

即使是知名品牌也会出现标价过高或过低的问题，例如大众辉腾就败在高价上，因为几十年来大众一直在告诉我们，“大众车”的价格不应该贵。保时捷914遭遇了类似的失败，当这辆车被冠以“穷人版保时捷”时（部分原因在于入门价格低），这个品牌就注定是一个败绩。

渠道策略

渠道策略也被称为分销策略，指产品销售的地点和方式。也就是说，你要确定销售地点是选高档精品店还是大超市。你要让产品能轻易购得还是只能在个别商店买到？这些重要的战略性决策会影响产品如何被感知以及消费者愿意以什么样的价格来购买你的产品。

举例来说，当你可以在打折商店买到博柏利外套时，这件衣服还能有多特别？有些产品刚上市采用独家经销，为品牌建立声誉，然后扩大分销。苹果就用这个策略来销售 iPod，一开始只在苹果专卖店和线上开卖，而如今，iPod 到处都能买到了。再看看诸如瑞安航空之类的廉价航空公司，和英国航空公司相比，你对品质的期望会有什么变化？渠道会决定你对质量的期望。

促销策略

市场营销中的促销策略是指你所选择的任何推广产品的方式，包括广告、公关活动、促销活动、事件营销等各种形式的营销传播，以及个人之间一对一的销售活动。

另外还有一个 P 经常成为讨论的话题，它就是“利润”。所有商业企业开展商业活动都是为了赢利。有利润是好事，有了利润，企业才能给员工更多薪酬，才能扩大企业规模，雇用更多员工，开辟新业务。利润是资本主义企业的命脉。

增加利润的途径有很多种，你可以增加销售量，提高价格，扩大分销，缩减分销，减少材料的耗费而保持价格不变，减少销量抬高价格，或选择全球报价最低的工厂负责生产以降低生产成本。

Text B

经济活动中的五P策略

让我们放眼历史上最成功的一些营销人员，看看卓越而有影响力的营销者是如何炼成的。你会发现，达到营销巅峰的路径繁多。我们还要就一些历史上不太成功的营销方案，探讨其中的问题。

互联网上的智慧和愚蠢：人的策略

当电子商务刚在互联网上兴起时，没有人真正明白怎么能把它用好。机会似乎是无限的，资金慷慨地投向任何对这种新媒界有好主意的人。

经过五年左右的强劲增长，互联网泡沫破灭了，瞬间每个人都能看得更清楚了。Pets.com 是 20 世纪 90 年代盲目投资的典型代表，该品牌试图通过互联网销售宠物食品和用品。该网站

于1998年推出，2000年11月停业，因为他们发现人们不愿意在网上购买宠物食品后，要等上一星期才收到货并支付运费。事后看来，更荒谬的是居然有人认为这是可行的。

具有实用性！

在丹麦，帮宝适的品牌经理们对他们创建的一个几乎无人访问的漂亮网站感到沮丧。为什么家长都不想登录Pampers.com……现在想起来，帮宝适制造了一款能便捷处理婴儿排泄物的产品，谁还想去网站了解更多信息？我喜欢帮宝适产品的出色表现，除此之外，我讨厌这个过程中的一切。

显然绝大多数丹麦人都同意我的感受。那么Baby.com呢？父母们会登录Baby.com进一步了解如何给婴儿最好的照顾吗？他们一定会，事实也确实如此。突然，营销人员开始意识到消费者喜欢在网上提问、研究和学习，但他们登录的目的不是看广告。这在事后看来显而易见，但当时没有多少人知道该如何参与互联网。

我们在很短的时间内学会了如何有效地利用互联网获取品牌信息。就拿你最喜欢的汽车公司来说，你可以选择一辆车，你理想的车就在你眼前打造完成，你进行虚拟试驾，获得该车的竞价，甚至可以在线购买。这些产品信息吗？当然，同时它也是你见过的最令人惊叹的深度广告之一，这一切都是为了了解人们的需求和欲望。

宝洁和联合利华：产品策略

宝洁和联合利华位列世界上实力最强、最受推崇的全球营销商。

优质产品

两家公司在其大部分开发和营销工作中都专注于产品优势。

宝洁和联合利华的全球扩张有许多相似之处。两者都是肥皂公司起家，然后扩展到许多类别，包括食品、保健和美容护理。在全球范围内，他们几乎成为第一个在每个国家销售各种产品的公司。即便在今天，这两家公司无论哪家首先进入市场，通常都会继续主导那些与其产品类似的品类。

在20世纪90年代中期，两家公司开始减少或关停他们认为已达到潜力最大化的小型或无盈利公司或品牌。在宝洁公司旗下的知名品牌如邓肯·海尼斯、杰夫花生酱、佛吉斯咖啡和飞柔洗发水等都已廉价出售。联合利华在全球售出或淘汰了66%的品牌。

在世界任何地方的任何食品店或折扣店，你都可能看到来自宝洁和联合利华的成百上千个品牌。在最近一期美国产品测试杂志《消费者报告》中，他们对各种自动洗碗机的性能进行了排名，宝洁公司不同型号的卡斯特洗碗机囊括了第一、第二、第三、第四和第五的排名。

沃尔玛：价格策略

大学毕业后，山姆·沃尔顿以每月75美元的薪水去了杰西潘尼公司工作。在美国中西部地区换了几份零售工作后，他在阿肯色州本顿维尔买了一个小商铺，开了家沃尔顿廉价杂货店。1992年在他离世时，沃尔玛已成为全球最大的零售商。

一心一意专注于低价

一个简朴而有远见的男人是如何从一个底层零售员工变成世上最富有、最成功的人士之一呢？答案是一心一意专注于为每一种产品提供最低廉的价格。由此产生的结果是什么？在美国约80%的一次性尿布和约60%的洗发水和护发素都通过沃尔玛售出。道理很简单，沃尔顿保

持低价，客户回馈的是他们的忠诚度。

但沃尔玛如何能卖出比竞争对手凯马特和塔吉特百货更低的价格呢？答案是选址。当其他商店选择大城市的中心位置时，山姆·沃尔顿把店开在两个乡村小城镇之间，那儿土地更便宜，并且两个小镇的人都可以成为沃尔玛的顾客。结果呢？沃尔顿获得了尽可能多的客户和更多的潜在客户，成本则比竞争对手低得多，这样沃尔玛就能以最低价格让客户得到实惠。这么做的结果呢？几乎没有商店能与沃尔顿的价格竞争，足足一个小镇规模的大量家庭零售商开始倒闭，因为他们的顾客都流向了沃尔玛。

随着扫描设备和商品条码应用的推广，沃尔玛一下子控制了大量关于店内的每个品牌的销售信息，他们比任何人都更清楚地掌握了每一分钟在售的品类。很快，他们会告诉制造商他们愿意为产品出多少钱，随后制造商会估算出他们如何以沃尔玛愿意支付的价格生产商品。这导致更多海外制造商关闭了在美国和欧洲的数千家工厂，转而将生产制造转移到成本更低的生产国。

至少可以说，沃尔玛是个备受争议的公司，但它也惊人的成功。正如山姆·沃尔顿对他的批评者所说的那样，如果他不这样做，别人也会这样做。对于沃尔玛而言，关键在于低廉的价格。

丹碧丝：渠道策略

对于许多人来说，卫生棉条只是一种普通产品，但它可能是世界上最具争议的产品之一。在一些国家，卫生棉条被视为违反道德而禁止销售，即便它在拉丁美洲是合法的，却仍然是一种文化禁忌。

那么，你如何销售被视为“罪恶”的合法产品？我听过的最有智慧的营销策略之一就是丹碧丝营销负责人在西班牙推行的方案，此人知道在西班牙销售卫生棉条是一项艰巨的任务，因此，他实施的第一步是：常态化。如果男人和女人们日复一日地看到丹碧丝，最终大家会习惯它的存在，对西班牙女性来说，选择这个产品也就变得是完全合理了。于是，这个方案的目标就是当你行走在马德里的任何地方，每间隔不到两分钟的时间就会看到丹碧丝的户外广告牌、商店橱窗展示、商店门上的品牌标志或城市公交车身广告。

确实，只要到处能看到包装，笼罩着品牌的神秘感和恐惧感大多会消失。对于丹碧丝而言，关键在于渠道！

汽车业：促销策略

在美国，销售每辆汽车平均需要大约2,500美元的广告支出。

当然，有些车的广告支出更高，有些车的广告支出更低。虽然上面的数字对你来说应该很高，但你还应该记住的是，这笔费用不是由汽车制造商来支付，而是以增加汽车成本的方式转移给了消费者。为什么广告支出这么高？在某种程度上是美国汽车过度品牌化的结果。看看宝马和梅赛德斯等欧洲车企，每家公司至少产有十几种不同型号的汽车，但它们都以宝马或梅赛德斯命名和销售。宝马只是在其品牌后添加数字（3系、5系和7系），梅赛德斯则在品牌后加上字母（C级、S级和E级）。因此，一个宝马汽车广告对整个品牌都有影响。

这与美国和日本车企形成鲜明对比。通用汽车有八个品牌，这些品牌又被分成近100个子品牌。对一个子品牌的广告宣传不会对另一个子品牌产生影响。

销售一辆汽车需要大量广告

毫无疑问，汽车广告是世界上成本最高的广告类别之一。当车企为汽车设定了过多的品牌，则向公众说明一个品牌就要花很多钱。对于车企和许多其他产品来说，关键在于促销。

