

揭阳职业技术学院



教案

课程： 国际市场营销 任课教师： 林丹蔚

专业： 商务英语 班级： 商英 231

学期授课计划时数： 36 课时

Chapter	Chapter One: Introduction to Marketing Credit 2-3 市场营销基础知识介绍
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1.define marketing and discuss its core concepts; 2.understand basic concepts of marketing; 3.trace the evolution of marketing; 4.understand the importance of studying marketing; 5.how to be a qualified marketer.
Teaching Focus	1. The different types of demand 2. The evolution of marketing.
Teaching Difficulty	1.define marketing and discuss its core concepts; 2.trace the evolution of marketing;
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method(认知法) 2. Case study(案例分析法)
Assignment	Compare the order procedures between KFC and your college canteen and tell the difference marketing process.

Teaching Process:**1. Understanding to Marketing**

1) definition

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals

——American Marketing Association

市场营销是对思想、产品及劳务进行设计、定价、促销及分销的计划和实施的过程，从而产生满足个人和组织目标的交换

—— 美国市场营销协会

Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.

——Philip Kotler

个人和群体能过创造并同他人交换产品和价值以满足需求和欲望的一种社会和管理过程。

—— Philip Kotler

(Note: Philip Kotler 是美国著名的营销学者,对全球经济发展最具影响力的十位管理大师之一,被誉为“现代营销之父”。他多次获得美国国家级勋章和褒奖,是美国营销学会(AMA)第一届“营销教育奖”获得者,也是至今唯一一个三次获得过《营销杂志》年度最佳论文奖的人。科特勒博士的著作甚多,被翻译为 20 多种语言,成为 58 个国家营销从业人员的营销宝典,其中《营销营理》一书更是被奉为营销学的“圣经”。)

Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably.

—The Chartered Institute of Marketing

市场营销是这样一个管理过程，它以一种盈利的方式去辨认、区分并满足顾客的需求。

—— 英国特许市场营销协会

Key Words to the Definitions:

process---what?

satisfy ---whom?

2) activities involved in marketing

- (1) identify markets and tries to establish what buyers in those markets want
- (2) identifies what benefits and satisfactions they are seeking
- (3) recognizes what the competition is offering
- (4) helps the company to design products and services which will be attractive to buyers, and which have a sustainable competitive advantage
- (5) ensures that the products are known to the customers, available to them at the right time, in suitable quantities, and at an acceptable price.

3) discussion

- (1) Is marketing included only in large companies operating?
- (2) Is it necessary for marketer to tap the consumers' needs? (case P3+ a paragraph below)

2. Some Basic Concepts in Marketing

(1) Need, Wants, Demands

need(需要): a state of deprivation of some basic satisfaction

not created by society or by marketers

exist in the very texture of human biology and the human condition

(e.g. need for food, clothing, shelter, safety, belonging, and esteem.

吃穿住行)

指消费者生理及心理的需求，如人们为了生存，需要食物、衣服、房屋等生理需求及安全、归属感、尊重和自我实现等心理需求。市场营销者不能创造这种需求，而只能适应它。

want(欲求) : wants are desires for specific satisfiers of needs

these needs might be satisfied differently

continually shaped and reshaped by social forces and institutions

(e.g. needs food and wants a hamburger)

指消费者深层次的需求。不同背景下的消费者欲求不同，比如中国人需求食物则欲求大米饭，法国人需求食物则欲求面包，美国人需求食物则欲求汉堡包。

人的欲求受社会因素及机构因素，诸如职业、团体、家庭、教会等影响。因而，欲求会随着社会条件的变化而变化。市场营销者能够影响消费者的欲求，如建议消费者购买某种产品。

demands(需求): are wants for specific products that are backed by an ability and

willingness to buy them

come into being when supported by purchasing power

(e.g. companies measure their product demand through some statistics)

指有支付能力和愿意购买某种物品的欲求。可见，消费者的欲求在有购买力作后盾时就变成需求。许多人想购买奥迪牌轿车，但只有具有支付能力的人才能购买。因此，市场营销者不仅要了解有多少消费者欲求其产品，还要了解他们是否有能力购买。

- ① negative demand(负需求) : indicates that customers do not like some products or service in the market (e.g. unhealthy food, KFC or McDonald's fries).
- ② no demand (零需求) : indicates that the customers in a target market have no interest in or never care for the product. (e.g. some African people have no need for shoes.)
- ③ latent demand (潜在需求) : indicates that current products or service fail to meet the strong demands of many customers. (e.g. demand for environmental sound product: green food)
- ④ failing demand (下降需求) : indicates that the target customers' demand for some products or service is falling. (e.g. fan——air conditioner)
- ⑤ irregular demand (不规则需求) : indicates that many organization face demand that changes on a seasonal, daily, or even hourly basis, causing problems of idle or overworked capacity.(e.g. mass transition.)
- ⑥ full demand(充分需求): indicates that organizations are pleased with their volume of business. (note: a demand level for an organization to maintain)
- ⑦ overfull demand (过度需求) : indicates that organizations face a demand level that is higher than they can or want to handle.(note: a demand level needs temporarily reducing)
- ⑧ unwholesome demand (有害需求) : indicates products which will attract organized efforts to discourage their consumption.(e.g. ill-beef of mad cow disease)

(2) Exchange, Transaction

exchange: is the fourth stage of people's getting products from others

(note: the other three stages are: first, self-production; second, wrest or steal; third, begging)

is the act of obtaining a desired product from someone by offering something in return.

(note: it should satisfy the following five conditions:

- a. there are at least two parties
- b. each party has something that might be of value to the other party
- c. each party is capable of communication and delivery
- d. each party is free to accept or reject the exchange offer
- e. each party believes it is appropriate or desirable to deal with the other party)

人们有了需求和欲求，企业亦将产品生产出来，还不能解释为市场营销，产品只有通过交换才使市场营销产生。人们通过自给自足或自我生产方式，或通过偷抢方式，或通过乞求方式获得产品都不是市场营销，只有通过等价交换，买卖双方彼此获得所需的产品，才产生市场营销。可见，交换是市场营销的核心概念。

transaction: is an event

is included in exchange

is two parties reaching an agreement after negotiating
is mediated by money

交换是一个过程，而不是一种事件。如果双方正在洽谈并逐渐达成协议，称为在交换中。如果双方通过谈判并达成协议，交易便发生。交易是交换的基本组成部分。交易是指买卖双方价值的交换，它是以货币为媒介的，而交换不一定以货币为媒介，它可以是物物交换。

(3) Market:

consists of all the potential customers sharing a particular need or want who might be willing and able to engage in exchange to satisfy that need or want.

is a place where the buyers and sellers gathered to exchange their good (e.g. village square)

市场由一切有特定需求或欲求并且愿意和可能从事交换来使需求和欲望得到满足的潜在顾客所组成。一般说来，市场是买卖双方进行交换的场所。但从市场营销学角度看，卖方组成行业，买方组成市场。行业和市场构成了简单的市场营销系统。买方和卖方由四种流程所联结，卖者将货物、服务和信息传递到市场，然后收回货币及信息。现代市场经济中的市场是由诸多种类的市场及多种流程联结而成的。生产商到资源市场购买资源(包括劳动力、资本及原材料)，转换成商品和服务之后卖给中间商，再由中间商出售给消费者。消费者则到资源市场上出售劳动力而获取货币来购买产品和服务。政府从资源市场、生产商及中间商购买产品，支付货币，再向这些市场征税及提供服务。因此，整个国家的经济及世界经济都是由交换过程所联结而形成的复杂的相互影响的各类市场所组成的。

3. Evolution of Marketing (5 stages)

Preview Case & Students' Task

1) The production concept

holds that consumers will favor products that are available and highly affordable, and that management should therefore focus on improving production and distribution efficiency as well as achieving economies of scale.

is useful in two types of situation: ① when demand for product exceeds the supply, and here management should look for ways to increase production. ② when product's cost is too high and improved productivity is needed to bring it down.

(e.g. Henry Ford: " You can have any color, as long as it is black.")

2) The product concept

holds that consumers will favor products that offer the most quality, performance and innovative features, and that an organization should thus devote energy to making continuous product improvements

(e.g. railway management has ever ignored the growing challenge of airlines, buses, trucks and cars)

3) The selling concept

holds that consumers will not buy enough of the organization's products unless it undertakes a large-scale selling and promotion effort.

emerges as a result of: mass production, rapid world wide increase in competition, and downturn in demand.

disadvantage: focus on short-term results——creating sales transactions with little concern about who buys or why may correspondingly does harm to the company's image in the long-term (e.g. low quality product)

4) The marketing concept

holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do.

Is required because customers: are better educated, more sophisticated, have greater discretionary spending power, and have more choice.

benefits: profits making and long-term customers maintaining.

(e.g. IKEA, Procter&Gamble, McDonald's)

5) The societal marketing concept

holds that the organization should determine the needs, wants and interests of target markets.

It should then deliver the desired satisfactions more effectively and efficiently than competitors in a way that maintains or improves the consumer's and the society's well-being.

calls upon marketers to balance three considerations in setting their marketing policies: company profits, consumer wants and society's interests.

benefits: does good to the company's image and contributes to the company's long-term development.

6) Answer the question for the Preview Case

4. **Supplementary Knowledge: Different Company Orientations** (Exercise, P12)

Product-oriented——The product concept

Production-oriented——The production concept

Sales-oriented——The selling concept

Marketing-oriented——The marketing concept & The societal marketing concept

Chapter	Chapter Two: The Marketing Environment(市场营销的环境)
Teaching Objective	<p>Knowledge, skills, ideological and political goals 知识、技能、思政目标:</p> <p>1 describe the environmental forces that affect the company's ability to serve its customers;</p> <p>2 explain how changes in the demographic and economic environments affect marketing decisions;</p> <p>3 identify the main trends in the firm's natural and technological environments;</p> <p>4 explain the key changes that occur in the political and cultural environments.</p> <p>5.the importance of respecting others' cultural difference.</p>
Teaching Focus	The forces of marketing macro and micro environment.
Teaching Difficulty	<p>1 identify the main trends in the firm's natural and technological environments;</p> <p>2 describe the environmental forces that affect the company's ability to serve its customers;</p>
Teaching Duration	2 Credit
Teaching Method	<p>1. Cognitive method</p> <p>2. Case study</p>
Assignment	what role does each force play and how does each force affect the marketing management?

Teaching Process:**1. Introduction**

1. **Preview Case Task:** defy the different environmental factors after learning this chapter.

2. Understanding to Marketing Environment

- 1) A company's marketing environment consists of the factors and forces outside marketing that affect marketing management's ability to develop and maintain successful transactions with its target customers.
- 2) The marketing environment offers both opportunities and threats.
- 3) The marketing environment consists of a microenvironment and a macroenvironment.

Micro:

Macro:

3. The Company's Microenvironment

市场营销微观环境是指对企业服务其顾客的能力构成直接影响的各种力量，包括企业本身及其市场营销中介、市场、竞争者和各种公众。

- 1) The Company
- 2) Suppliers
- 3) Marketing Intermediaries
- 4) Customers

5) Competitors

6) Publics

Question: what role does each force play and how does each force affect the marketing management?

4. The Company's Macroenvironment

市场营销宏观环境是指那些给企业造成市场机会和环境威胁的主要社会力量，包括人环境、经济环境、自然环境、技术环境、政治和法律环境以及社会和文化环境。这些主要社会力量是企业不可控制的变量

1) Form Illustration

Political/legal	Economic factors
Form of government	GDP/GNP
Monopolies legislation(垄断立法)	Economic growth rate
Environmental protection laws	Interest rate
Taxation policy	Inflation (通货膨胀)
Foreign trade regulations	Currency convertibility(货币兑换)
Employment law	Unemployment
Government stability	Per capita income(人均收入)
Foreign policies	PDI(个人可支配收入)
Protectionist sentiment(贸易保护论)	Membership in regional economic association
Terrorist(恐怖分子)	
Sociocultural factors(社会文化因素)	Technological
Population demographics(人口因素)	Government spending on research
Income distribution(收入分配)	Government and industry focus on technological effort
Social mobility(社会流动因素)	New discoveries/development
Lifestyle changes	Speed of technology transfer(技术转移)
Attitudes to work and leisure	Rates of obsolescence
Attitude toward foreigners	Transportation network
Religious beliefs	Infrastructure (基础设施)
Consumerism (用户至上主义)	Skills level of work force
Levels of education	Patent\Trademark protection (专利、商标保护)
Life expectancies (人均寿命)	

2) Economic Environment

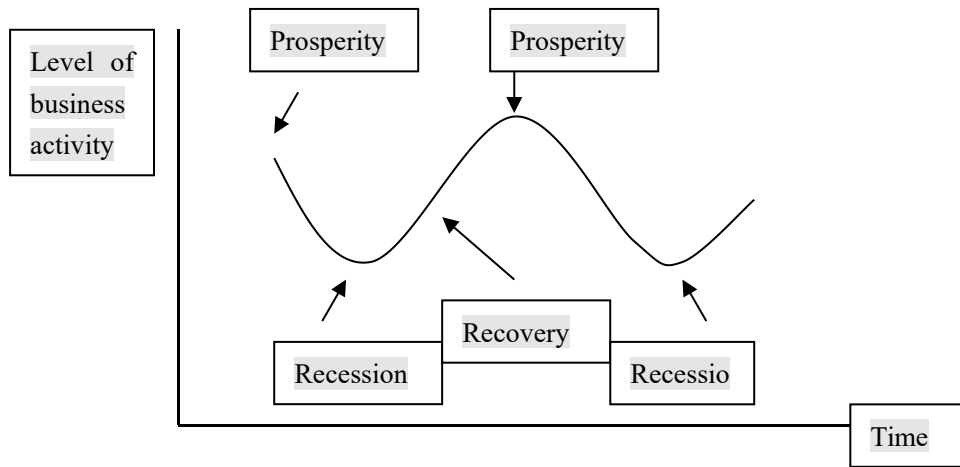


Figure 2.3.3.1 Basic pattern of a business cycle

Chapter	Chapter Three: The Marketing Mix (市场营销组合)
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1. identify the components of the marketing mix in the marketing of a product or service; 2. make use of the Boston Matrix to analyze a business 3. make use of the Product Life Cycle to analyze a business; 4. use different pricing methods in business context. 5. the importance of pricing at a reasonable level for customers.
Teaching Focus	1. The 4Ps and 4Cs
Teaching Difficulty	1. identify the components of the marketing mix in the marketing of a product or service; 2. make use of the Product Life Cycle to analyze a business;
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	Log onto www.tasly.com , and make a critical analysis of the marketing mix of TASLY. Identify its success and failure and make some recommendations to its marketing mix(4Ps and 4Cs)

Teaching Process:

- 1. Preview Case & Group Discussion**
- 2. Marketing Mix (Key Terms: 4Ps)**

Background Information:

1967年, 菲利普·科特勒(Philip Kotler)在其畅销书《营销管理: 分析、规划与控制》第一版进一步确认了以4Ps为核心的营销组合方法, 此后随着该书的畅销, 4Ps组合理论得到广泛传播和接受。70年代服务营销的研究开始兴起。

到1981年Booms and Bitner提出了服务营销的7Ps组合理论, 即在原来4Ps的基础上增加: 实体证明(Physical Evidence)、标准化流程(Process)、人(People)。1986年, 科特勒又提出了大营销的6Ps组合理论(Megamarketing Mix Theory), 即在原来4Ps的基础上增加: 政治权力(Policy Power)、公共关系(Public Relation)。随着对营销战略计划的重视。

1986年6月30日, 科特勒在我国对外经贸大学的演讲中, 又提出在大营销的6Ps之外, 还要加上战略4P, 即探查(Probing)、划分(Partitioning)、优先(Prioritizing)、定位(Positioning); 这样到90年代初, 人们普遍认同把原来大营销的6Ps组合理论再加入战略营销的4P, 形成一个比较完整的10Ps营销组合理论。

市场营销战略管理的实质是根据企业所处的外部环境和企业本身的内部经营要素来决定企业的战略目标, 为企业指明前进的方向。企业必须从战略的高度来确定企业经营活动的方向、中心及重点, 优化战略营销组合, 并在市场营销战略的指导下, 制定合

理的战术性营销组合。市场营销战略组合包括战略性要素和战术性要素。战略性要素包括探查、划分、优先、定位等 4 个战略原则；战术性要素包括产品、价格、分销、促销、政治权力和公共关系等 6 个策略。

- 1) **Product:** deciding on the type and design of the product, the range of products, the packaging of the product.
- 2) **Price:** finding out how much the customer will pay for the product and the method of payment, e.g. hire purchase, credit, cash.
- 3) **Place:** deciding where the product will be sold. Here the chains of distribution will have to be considered.
- 4) **Promotion:** deciding how to tell customers about the product. This can be done in various ways, e.g. television advertising, radio advertising, billboards, shop window displays, etc.
- 5) **Physical evidence(物质环境):** covering all aspects of the physical environment in which the service occurs. This refers to everything noticed by the potential and actual customers that will either increase or reduce the likelihood of purchase.
- 6) **Participants (参与者):** referring to the people involved in the every transaction, even those” behind the scenes” have a major role to play, and can be major force in the customer’s decision processes.
- 7) **Process (过程):** referring to the actual documentation involved in the purchase, the stages of negotiation, the simplicity of complexity of making it happen.

3. The variables of the marketing mix (P30)

4. The Product

1) The description of a product includes(with extension):

Appearance;
Color;
Design;
Quality;
Technical specification, for example, materials, size;
Use and time of use.
After-sales service;
Additional guarantees;
Availability of spare parts;
Clarity of instruction manual;
Credit facilities;
Image;
Status.

2) Defining product in another way: Consumer goods & Industrial goods (P 32)

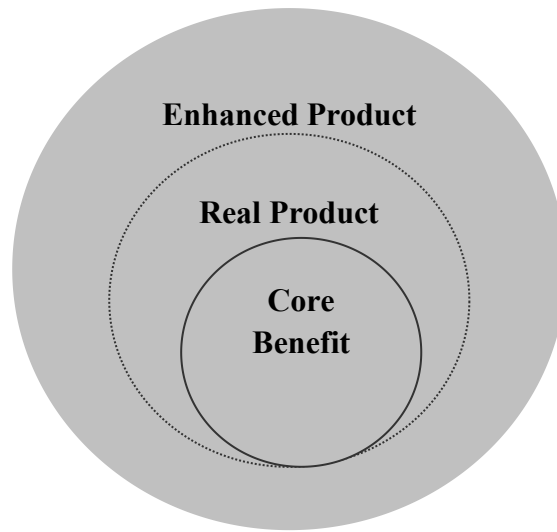
3) Three Levels of Benefits

Core benefit: is the reason for the product’s existence. This describes the product at its most basic level. Core benefits are usually taken as routine by buyers. (e.g. an electric kettle to boil water.)

Real benefit: is a physical item or service (e.g. the features such as the kettle’s shape, capacity, etc.),plus additional benefits(such as the kettle’s ability to switch off when it boils)

Enhanced product: indicates a product which has had a series of additional benefits added to

the first two levels to improve its competitive nature.(e.g. case of the kettle: an extended guarantee, or a pair of free mugs with each purchase.)



Product Analysis

4) The BCG Growth-Share Matrix

	High market growth	Low market growth
High market share	Stars	Cash Cows
Low market share	Problem Children	Dog

Question: which should be dropped?

5) Product Life-Cycle Strategies

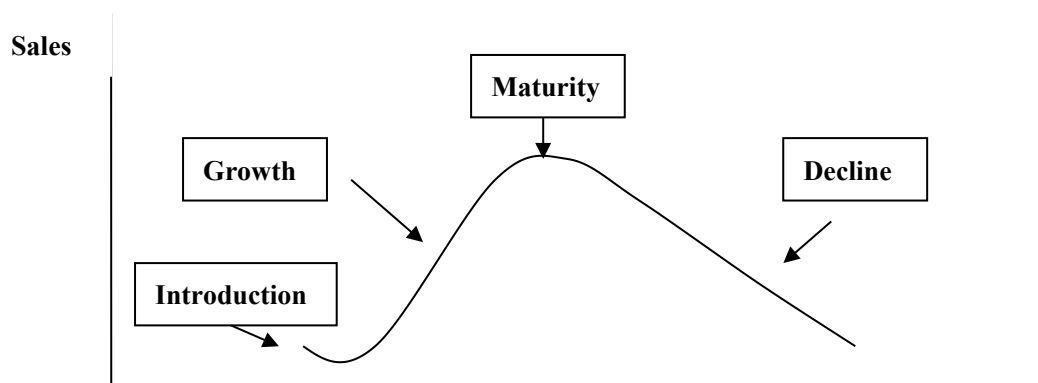


Figure 3.1 The product life cycle

5. Pricing

1) Different pricing strategies

- ① market penetration:
- ② market skimming:
- ③ tendering:

2) Methods of pricing

- ① full cost pricing
- ② contribution pricing
- ③ geographic pricing
- ④ discounts

6. The Place/Distribution

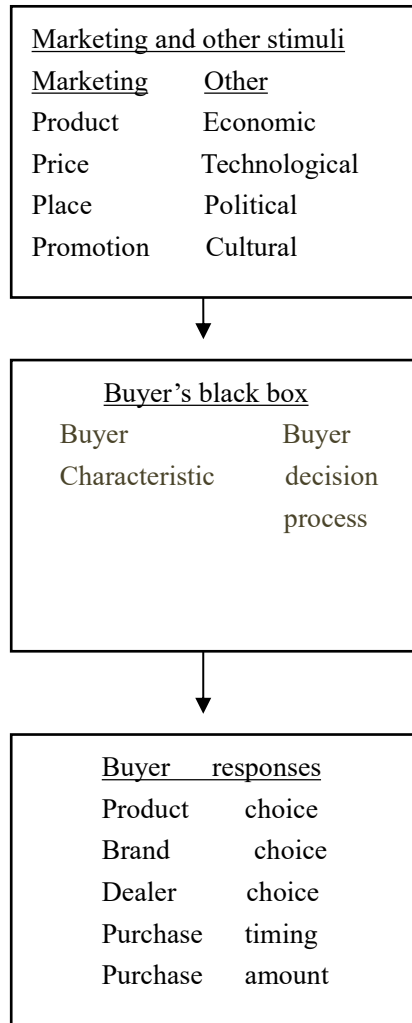
- 1) full of distribution
- 2) direct selling
- 3) wholesaler cut out

Chapter	Chapter Four: Consumer Buying Behavior (消费者购买行为)
Teaching Objective	<p>Knowledge, skills, ideological and political goals 知识、技能、思政目标:</p> <ol style="list-style-type: none"> 1. Define the consumer market and construct a simple model of consumer buying behavior; 2. Analyze how consumer decision making varies with the type of buying decision; 3. Explain the stages of the buyer decision and adoption processes. 4. Respect different psychology of consumers.
Teaching Focus	<ol style="list-style-type: none"> 1. The Buyer's black box 2. Different consumer buying behaviors.
Teaching Difficulty	<ol style="list-style-type: none"> 1. Define the consumer market and construct a simple model of consumer buying behavior; 2. Explain the stages of the buyer decision and adoption processes.
Teaching Duration	2 Credit
Teaching Method	<ol style="list-style-type: none"> 1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	<p>1 What's the significance of studying the consumer buying behavior? (Relate Preview Case and give an example to us to illustrate what consequence there may be if the foreign investors may generate without considering all the listed factors?)</p>

Teaching Process

1. Introduction

2. Model of Consumer Behavior (key and important point)



1) Buyer Characteristics

Personal:

Age & lifecycle stage
Occupation
Economic circumstances
Lifestyle

Psychological:

Motivation
Perception
Learning
Beliefs and attitudes
Personality & self-concept

2) The Buyer Decision Process

Need recognition: the consumer recognizes a problem or need.

- (1) The buying process starts with need recognition.
- (2) The need can be triggered by internal stimuli or external stimuli.
- (3) By gathering such information, the marketer can identify the factors that most often trigger interest in the product and can develop marketing programs that involve these factors.

Information search: the search for information

- (1) The consumer can obtain information from **several sources:**
 - personal sources(family, friends, neighbors, acquaintances)
 - commercial sources(advertising, salespeople, dealers, packaging, displays, Web sites)
 - public sources(mass media, consumer-rating organizations)
 - experiential sources(handling, examining, using the product)
- (2) Advantages of word-of-mouth sources
 - first: the only promotion method that is of consumers, by consumers, and for consumers, hence, people are usually convincing.
 - Second: the costs are low.
- (3) A company must design its marketing mix to make prospects aware of and knowledgeable about its brand. It should carefully identify consumers' sources of information and the importance of each source.

Evaluation of alternatives: the use of information to evaluate alternative brands in the choice set. (How do students usually evaluate like products? say, MacDonald or KFC)

- (1) Consumers' evaluating purchase alternatives depends on the individual consumer and the specific buying situation.
- (2) In some cases, consumers use careful calculations and logical thinking, while sometimes they buy on impulse and rely on intuition.

Purchase decision: the consumer actually buys the product.

Two factors come between the purchase intention and the purchase decision.

- (1) The first factor is the attitudes of others
- (2) The second factor is unexpected situational factors.

Post purchase behavior: consumers take further action after purchase based on their satisfaction or dissatisfaction.

- (1) Satisfied customers become a company's retained customers
- (2) Satisfied customers will bring a company more new customers (word-of-mouth)

Question: what about dissatisfied customers?

3) The Buyer Decision Process for New Products

Awareness: The consumer becomes aware of the new product, but lacks information about it.

Interest: The consumer seeks information about the new product.

Evaluation: The consumer considers whether trying the new product makes sense.

Trail: The consumer tries the new product on a small scale to improve his or her estimate of its value.

Adoption: The consumer decides to make full and regular use of the new product.

3. Types of Buying Decision Behavior

1. Four Types of Buying Behavior (In Gram)

	High involvement	Low involvement
Significant differences between brands	Complex buying behavior	Variety-seeking Buying behavior
Few differences between brands	Dissonance-Reducing Buying behavior	Habitual buying behavior

1) Complex Buying Behavior (复杂型购买行为)

- (1) Consumer undertake complex buying behavior when they are highly involved in a purchase and perceive significant differences among brands.
- (2) Consumer may be highly involved when the product is expensive, risky, purchased infrequently, and highly self-expressive.
- (3) Consumer has much to learn about the product category.
- (4) Marketers of high-involvement products must understand the information-gathering and evaluation behavior of high-involvement consumers.
- (5) Marketers need to help buyers learn about product-class attributes and their relative importance, and about what the company's brand offers on the important attributes.
- (6) Marketers need to differentiate their brand's features, perhaps by describing the brand's benefits using print media with long copy.
- (7) Marketers must motivate store salespeople and the buyer's acquaintances to influence the final brand choice.

2) Dissonance-Reducing Buying Behavior (和谐型购买行为)

- (1) Dissonance-Reducing buying behavior occurs when consumers are highly involved with an expensive, infrequent, or risky purchase, but see little difference among brands.
- (2) After the purchase, consumers might experience post-purchase dissonance when they notice certain disadvantages of the purchased product or hear favorable things about brands not purchased.
- (3) Marketers should provide evidence and support to help consumers feel good about their brand choices.

3) Habitual Buying Behavior (习惯型购买行为)

(1) Habitual buying behavior occurs under conditions of low consumer involvement and little significant brand difference.

(2) Marketers of low-involvement products with few brand differences often use price and sales promotions to stimulate product trial.

(3) Marketers can try to convert low-involvement products into higher-involvement ones by linking them to some involving issue. (e.g. Procter&Gamble does this when it links Crest toothpaste to avoiding cavities.)

4) Variety-Seeking Buying Behavior (多变型购买行为)

(1) Consumers undertake variety-seeking buying behavior in situations characterized by low consumer involvement but significant perceived brand differences.

(2) Consumers often do a lot of brand switching. Brand switching occurs for the sake of variety rather than because of dissatisfaction.

(3) Marketing strategy may differ for the market leader and minor brands.

Chapter	Chapter Five: Market Information and Marketing Research
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1 Explain the importance of information to the company; 2 Understand the advantages and disadvantages of various methods of collecting information 3 Use the main methods for estimating current market demand 4.Be objective in marketing research.
Teaching Focus	1. The MIS channels.
Teaching Difficulty	1. Explain the importance of information to the company; 2.Use the main methods for estimating current market demand
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	1 suppose you are going to open a western fast-food restaurant near the college, what Market Information should you gather?

Teaching Process

1. Introduction

2. Preview Case1. The MIS channels.

Question: What's the significance of establishing a MIS for a company?

3. Marketing Information System (MIS)

1) Definition of MIS

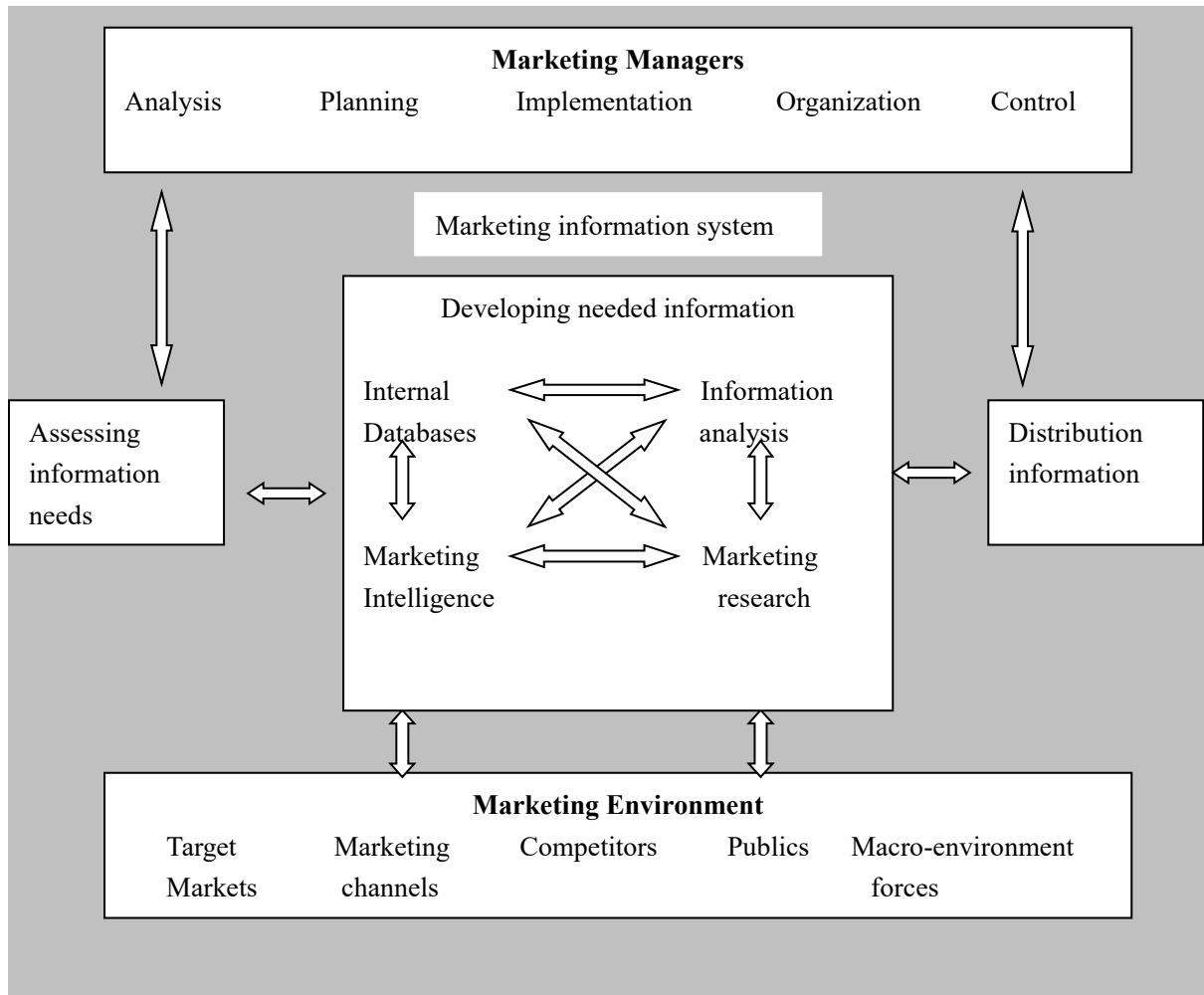
A marketing information system consists of people, equipment, and procedures to gather, sort, analyze, evaluate, and distribute needed, timely, and accurate information to marketing decision makers.

2) Responsibilities of Marketing Managers Related to MIS

(1) First, it interacts with these managers to assess information needs.

(2) Next, it develops needed information from internal company data, marketing intelligence activities, marketing research, and information analysis.

(3) Finally, the MIS distributes information to managers in the right form at right time to help them make better marketing decision.



- ① Assessing Information needs (评估信息需求)
- ② Developing needed information (开发需求信息)
 - A. Internal Data
 - B. Marketing Intelligence
 - C. Marketing Research
 - D. Information Analysis

A、内部报告系统

内部报告的主要任务是由企业内部的财务、生产、销售等部门定期提供控制企业全部营销活动所需的信息，包括订货，销售、库存、生产进度、成本、现金流量、应收应付账款及盈亏等方面的信息。企业营销管理人员通过分析这些信息，比较各种指标的计划和实际执行情况，可以及时发现企业的市场机会和存在的问题。企业的内部报告系统的关键是如何提高这一循环系统的运行效率，并使整个内部报告系统能够迅速、准确、可靠地向企业的营销决策者提供各种有用的信息。

B、市场营销情报系统

企业的市场营销情报系统是指企业营销人员取得外部市场营销环境中的有关资料的程序或来源。该系统的任务是提供外界市场环境所发生的有关动态的信息。企业通过市场营销情报系统，可能从各种途径取得市场情报信息，如通过查阅各种商业报刊、文件、网上下载；直接与顾客、供应者、经销商交谈；与企业内部有关人员交换信息等方式。也可通过雇用专家收集有关的市场信息；通过向情报商购买市场信息等。系统要求采取正规的程序提高情报

的质量和数量，必须训练和鼓励营销人员收集情报；鼓励中间商及合作者互通情报；购买信息机构的情报；参加各种贸易展览会等。

C、市场营销研究系统

市场营销研究系统是完成企业所面临的明确具体的市场营销情况的研究工作程序或方法的总体。其任务是：针对确定的市场营销问题收集、分析和评价有关的信息资料，并对研究结果提出正式报告，供决策者针对性地用于解决特定问题，以减少由主观判断可能造成的决策失误。因各企业所面临的问题不同，所以需要进行市场研究的内容也不同。根据国外对企业市场营销研究的调查，发现主要有市场特性的确定、市场需求潜量的测量、市场占有率分析、销售分析、企业趋势研究、竞争产品研究、短期预测、新产品接受性和潜力研究、长期预测、订价研究等项内容，企业研究得比较普遍。

D、市场营销分析系统

市场营销分析系统是指一组用来分析市场资料 and 解决复杂的市场问题的技术和技巧。这个系统由统计分析模型和市场营销模型两个部分组成，第一部分是借助各种统计方法对所输入的市场信息进行分析的统计库；第二部分是专门用于协助企业决策者选择最佳的市场营销策略的模型库。

通过以上市场营销信息系统的四个子系统所研究的内容及这些子系统之间的关系分析，可以看出企业的市场营销信息系统具有以下重要职能：

集中——搜寻与汇集各种市场信息资料；

处理——对所汇集的资料进行整理、分类、编辑与总结；

分析——进行各种指标的计算、比较、综合；

储存与检索——编制资料索引并加以储存，以便需要时查找；

评价——鉴别输入的各种信息的准确性；

传递——将各种经过处理的信息迅速准确地传递给有关人员，以便及时调整企业的经营决策。

③ Distributing information (信息分配)

A. Information gathered through marketing intelligence and marketing research must be distributed to the right marketing managers at the right time.

B. Managers need routine information for making regular planning, implementation, and control decisions, and also need non-routine information for special situations and on-the-spot decisions. (e.g. **a.** a sales manager having trouble with a large customer may want a summary of the account's sales and profitability over the past year; **b.** a retail store manager who has run out of a best-selling product may want to know the current inventory levels in the chain's other stores.)

C. Companies have decentralized their marketing information systems; they adapt computers, software and telecommunication, etc, in distributing information.

4. The Marketing Research Process

1) Defining the problem and research objectives

2) Developing the research plan for collecting information

① Commercial Data Sources (secondary data collection)

A. Advantages of secondary data

B. Disadvantages of secondary data

② Research Approaches (primary data collection)

A. Observational research

B. Survey research

C. Experimental research

③ Contact Methods

A. Mail questionnaires

B. Telephone interviewing

C. Personal interviewing

Question: which do you think is more effective than the others?

④ Sampling Plan (**Chart P83**)

3) Implementing the research plan, collecting and analyzing the data

4) Interpreting and reporting the findings

5. Research Instruments (Questionnaires: Both in English and Chinese)

6. Marketing Research in Small Businesses

Question: do you think it is necessary for small businesses to implement marketing research?

1) Managers of small businesses can obtain good marketing information simply by observing things around them.

2) Managers can conduct informal surveys using small convenience samples.

3) Managers also can conduct their own simple experiments.

4) Small businesses can obtain most of the secondary data available to large business.

To sum up, secondary data collection, observation, surveys, and experiments can all be used effectively by small business with small budgets.

Chapter	Chapter Six: Market Segmentation and Positioning
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1 Explain what is meant by market segmentation and positioning and what bases on which we can choose to segment a market; 2 Understand the basic requirements for market segmentation; 3 Evaluate how to segment a market—the basic process; 4 Offer examples to clarify how to position to gain competitive edge. 5 Illustrate how to make and implement positioning strategies.
Teaching Focus	1. The MIS channels.
Teaching Difficulty	1. Explain the importance of information to the company; 2. Use the main methods for estimating current market demand
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	1. Could you offer some examples of segment marketing, niche marketing, local marketing and individual marketing in China and share the examples with your classmates and teacher? 2.

Teaching Procedures

1. Introduction

2. Preview Case: P & G Products

Why does P & G use different brands for a same kind of product? Can you find a similar case in China?

3. Different Marketing Strategies

- 1) Mass Marketing: the seller mass produces, mass distributes, and mass promotes one product to all buyers. (e.g. former Coco-cola, Haier)
- 2) Product-Variety Marketing: the seller produces two or more products that have different sizes, features, quality, styles, and so on to cater for the customers' demand. (e.g. latter Coco-cola, Haier)
- 3) Target-Marketing: the seller finds out market segments, chooses one or more of them, and produces products and marketing mixes tailored to each.

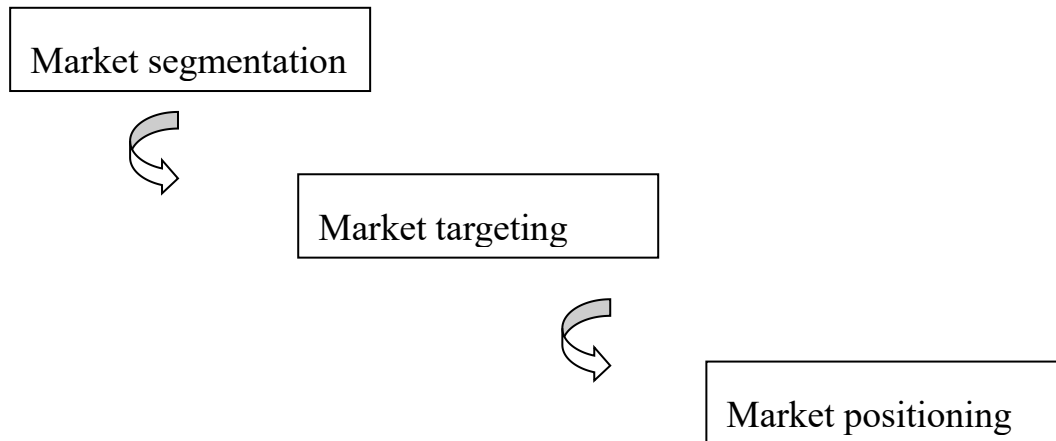
The sellers have their focus of marketing efforts instead of scattering

their efforts too much

Question: 1) Why do companies switch from mass marketing and product-variety marketing to target marketing? What is the change in marketing philosophy behind this?(Some keys: P 93)

2) Relate these three Marketing to different Company Orientations(P 12).

4. Three Stages in Target Marketing (P 94)



Market segmentation(市场细分): 市场细分是指营销者通过市场调研, 依据消费者的需要和欲望、购买行为和购买习惯等方面的差异, 把某一产品的市场整体划分为若干消费者群的市场分类过程。每一个消费者群就是一个细分市场, 每一个细分市场都是具有类似需求倾向的消费者构成的群体。

Market targeting (目标市场锁定): 目标市场锁定是指企业在市场细分基础上, 通过评估分析, 选定一个或若干个消费群体作为目标市场, 并相应地制定营销策略的过程。

Market positioning (市场定位): 通常还被称为产品定位或竞争性定位。市场定位是根据竞争者现有产品在市场上所处的地位和消费者或用户对产品某一特征或属性的重视程度, 努力塑造出本企业产品与众不同的、给人印象鲜明的个性或形象, 并把这种形象和个性特征生动有利地传递给目标顾客, 使该产品在市场上确定强有力的竞争位置。亦即, 市场定位是塑造一种产品在市场上的位置, 这种位置取决于消费者或用户怎样认识这种产品。

4. Different Market Segmentation Levels

1) Segment marketing (细分市场营) : allows a firm to create a more fine-tuned product or service offering and price it appropriately for the target audience.

a market segment has a large group in a market with similar wants, purchasing power, geographic location, buying habits and attitudes.

2) Niche marketing (利基市场营) : refers to marketing in a smaller segment.

has just one or two competitors.

the niche player can enjoy some economies of scale, and can also have size, profit, and growth potential. (e.g. Heshouwu Shampoo)

3) Local marketing (本地化市场营销): focuses on the wants and needs of local customer groups. (e.g. KFC's localization)

4) Individual marketing (个体市场营销): is the ultimate level of segmentation——“customized marketing”, “one-to-one marketing” (e.g. clothes making)

Question:

5. The Bases of Market Segmentation

1) The Segmentation of Customer Market

(1) Geographic segmentation

地理细分: 国家、地区、城市、农村、气候、地形

(2) Demographic segmentation (Question: P 96)

人口细分: 年龄、性别、职业、收入、教育、家庭人口、家庭类型、家庭生命周期、国籍、民族、宗教、社会阶层

(3) Psychographic segmentation (Case 1: P 97)

心理细分: 社会阶层、生活方式、个性

(4) Behavioral segmentation (Case 2: P97)

行为细分: 时机、追求利益、使用者地位、产品使用率、忠诚程度、购买准备阶段、态度。

(5) Benefit segmentation (利益细分)

- ① economic (经济价值上的)
- ② medical (医疗价值上的)
- ③ cosmetic (美观价值上的)
- ④ taste (风格及口味偏向)

(6) User status (顾客身份地位)

(7) Usage rate (顾客对产品使用率)

(8) Loyalty status (顾客忠诚度)

(9) Buyer-Readiness stage (购买者待购状态)

(10) Attitude (顾客态度)

2) Segmentation of Business Markets (Question: P 98)

(1) Demographics (人口细分)

(2) Operating variables (可选择条件)

(3) Purchasing approaches (购买方法)

(4) Situational factors (情景性因素)

(5) Personal characteristics (个性特征)

Question: Are there any international companies in the area you live in?

What market segments do they mainly focus on in your area?

3) International Markets Segmentation: an international company can segment the global market using the strategies of demographic segmentation, psychographic segmentation, behavior segmentation, and benefit segmentation.

6 Effective Segments

1) Measurability (可衡量性)

2) Accessibility (可进入性)

3) substantiality (可盈利性)

4) Actionability (可行动性)

7. Market Targeting: (Three Factors to be Considered)

- 1) Segment Overall Attractiveness
- 2) Company Objectives and Resources
- 3) Segment Selection (P 102)

Single segment concentration

	M1	M2	M3	
				P1
			//////////	P2
				P3

Selective specialization

	M1	M2	M3	
				P1
//////////			//////////	P2
	//////////			P3

Product specialization

	M1	M2	M3	
				P1
//////////	//////////	//////////	//////////	P2
				P3

Market specialization

	M1	M2	M3	
	//////////			P1
	//////////			P2
	//////////			P3

Full market coverage

	M1	M2	M3	
//////////	//////////	//////////	//////////	P1
//////////	//////////	//////////	//////////	P2
//////////	//////////	//////////	//////////	P3

8. Positioning for Competitive Advantage

1) Definition

Positioning is the act of designing the company's offering and image so that they occupy a

meaningful and distinct competitive position in the target customers' minds.

2) Purposes of Positioning.

- (1) a company wants to differentiate and position its product effectively.
- (2) a marketer can attract and retain customers depends on the differentiated benefits it offers.

3) Ways to Differentiate

- (1) Differentiation through products
- (2) Differentiation through service
- (3) Differentiation through personnel
- (4) Differentiation through image

Question: can you give us some examples for different ways of differentiating?

4) Developing a Positioning Strategy

- (1) Important (重要性)
- (2) Distinctive (可区分性)
- (3) Superior (高级性)
- (4) Communicable (可传达性)
- (5) Preemptive (择优性)
- (6) Affordable (可承担性)
- (7) Profitable (可盈利性)

5) Ways to Communicate the Company's Positioning

- (1)Pricing
- (2)Promotion
- (3)Advertising
- (4)Distribution
- (5)Packaging

And so on...

- 6) **Question:** Could you discuss with your classmates on how to position yourself in the fierce job market? **(P 107)**

Chapter	Chapter Seven: International Market Entry
Teaching Objective	<p>Knowledge, skills, ideological and political goals 知识、技能、思政目标:</p> <ol style="list-style-type: none"> 1. Explain what globalization is; 2. The different ways of entering a new market; 3. The factors which should be considered when entering a quite new market; 4. The advantages and disadvantages of the different ways of entering a new market. 5. The ethics concerns for international market entry.
Teaching Focus	1. The different international market entry.
Teaching Difficulty	<ol style="list-style-type: none"> 1. The different ways of entering a new market; 2. The advantages and disadvantages of the different ways of entering a new market.
Teaching Duration	2 Credit
Teaching Method	<ol style="list-style-type: none"> 1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	<ol style="list-style-type: none"> 1 what is foreign exchange? 2 How do home currency appreciation and depreciation affect a nation's Export? (e.g. take China for example: the recent Financial Crisis)

Teaching Procedures

1. Introduction

2. Preview Case & Question on the Case (P 110 & P 111)

3. Understanding to Global Marketing

1) Definition

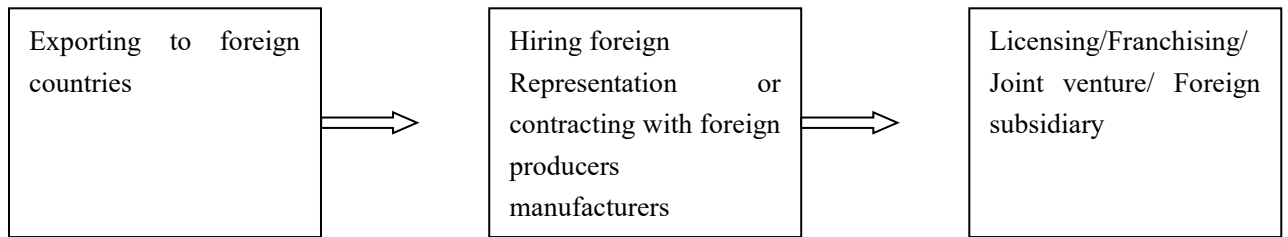
- (1) Global marketing refers to the marketing of goods and services in the global scenario.
- (2) It operates not only in the country it originated but also in other countries.

2) Importance of engaging in global marketing

- (1) Company enhances its competence
- (2) Company enhances its year turnover
- (3) Company gains more trade opportunities.
- (4) Company utilizes advanced technology and equipment internationally wide.
- (5) Company improves its inside managerial skills

4. Global Business Involvement: Market Entry Strategies

1) Three Stages in Globalization



2) Disadvantages of Export

- (1) The export market involves a longer time scale of payment. This may be 90 or 180 days or several years. In the domestic market it is usually 30 days. This may pose a serious cash flow problem for a smaller company.
- (2) Problems are inherent in the increased range of interest rates, exchange rates and economic and trade cycles.
- (3) Trade barriers are politically and economically manipulated. This includes both customs tariff and non-tariff barriers.
- (4) Corruption, crime, expropriation and fraud are regrettably on the increase despite government and international agencies' efforts to counter them.
- (5) A product launch in an overseas market is more costly and complex in comparison with a domestic launch.

3) Agency

- (1) A company employs another person or company to sell for him the products or services.
- (2) An agent generally has authority to act within broad limits in conducting business on behalf of his principal.
- (3) An agent acts as an intermediary in bringing together buyers and sellers of a product or service, receiving a flat or sliding scale commission or fee related to the nature and comprehensiveness of the work undertaken and/or value of the transaction involved.

Question: What is the difference between agency and distributor?

Agency (agent): agents are of three different types: ordinary agent, general agent and sole agent. An ordinary agent is appointed by the principal to perform certain activities on behalf of the principal within a specific area for a specific period, such as solicit inquiries for the products from potential customers in the territory and transmit them back to the principal etc. A general agent acts under some degree of instructions from his principal to transact all business of a specific kind, or in a specific place on the best terms obtainable and charges a commission for his service under some kind of agreement or contract. While a sole agent acts exclusively for one foreign principal with sole or exclusive agency rights to transact the business on a commission in a certain district under some kind of agreement or contract. An agent can only operate within the marketing territory authorized by the principal. As a middleman, an agent does not carry stock, for the goods are carried only as consignment inventory, the payment is based on delivery to the ultimate buyer.

代理: 代理分为三类, 一般代理、总代理、独家代理。委托人任命一般代理在某一特定地区和特定期限内进行某些活动。如在其所在的区域内收集对产品感兴趣的客户的询价信, 并将这些信息转给委托人等。总代理根据某一协议或合同接受其委托人的指示, 按可获得的最优惠的条件在某一特定地区和特定方面开展所有业务活动, 并收取佣金。而独家代理则根据协议或合同代表某一国外委托人在特定地区独家开展业务活动。代理人只能在委托人所授权

的代理区域内执行代理业务。作为中间商，代理人本身不必购买存货，因为代理人手中的存货均为寄售货物，待最终的买主付款后，委托人才能收到货款。

Distributors: distributors buy goods from the principals on their own account and take title to them and resell them to their customers in their territory. Thus, there is no contractual relationship between the principal and the ultimate customers. The distributor takes his remuneration from the margin between the prices at which he buys the products and the prices at which he sells them to the customers. Since the distributor is an independent contractor, he assumes far more risks and obligations than an agent does: bad debts, advertising expenditure, warranty claims and maintenance, etc. Therefore, distributors generally enjoy more freedom and higher remuneration.

经销商: 与代理商不同，经销商要先花钱买下货物，然后再卖给他们负责经销区域内的客户。因此，最终客户与委托人之间没有直接的契约关系。经销商利用买入价与卖出价之间的差价赚取自己的利润。由于经销商是个独立的承包人，他承担的风险和责任比代理商要大得多：坏账、广告费、保修和维修等。因此，经销商的经营自由度与收益也较高。

5. Licensing

专利许可贸易中，交易的主体是无形资产（如专利、商标、版权等等）

- (1) The foreign company can use the licensor's manufacturing process, patents, trademarks, etc., but it has to pay some fee or royalty.
- (2) The licensor can license its technology or brand name to the licensee to obtain the market presence.
- (3) Advantages: low cost of expansion, sidwawk high tariff, government restriction avoidance and brand building.
- (4) Disadvantages: technology know-how diffusion, licensee turns into competitors, limited participation, and possible brand bruise.

6. Franchising

特许经营是指特许经营权拥有者以合同约定的形式，允许被特许经营者有偿使用其名称、商标、专有技术、产品及运作管理经验等从事经营活动的商业经营模式。

- (1) The franchiser grants the franchisee permission to use a paten, trademark, product formula, company name, or anything of value.
- (2) The franchiser provides operational and managerial help.
- (3) Advantages: low cost of expansion, sidwawk high tariff, government restriction avoidance and brand building
- (4) Disadvantages: little control over the product quality and service quality.

7. Contract Manufacturing

- (1) A company can either provide a manufacturer parts or have the manufacturer assemble them, or ask the manufacturer to take care of the whole process of production.
- (2) Advantage: contract manufacturing can reduce the cost of business expansion.
- (3) Disadvantages: the manufacturer may become a potential competitor;
the manufacturer may not be able to deliver the goods on time;
the company may lose its control over the manufacturer, which will result in the unsatisfied quality or goods.

8. OEM (Original Equipment Manufacturer): a term used to describe a company that produced hardware to be marketed under another company's brand.

⇒ OEM、ODM 和 OBM?

什么是 OEM?

OEM(Original Equipment Manufacturer, 原始设备生产商), 可简称为“代工生产”或“贴牌生产”。这种经营模式在国际上已运作多年并行之有效。企业为了加大其拥有资源在创新能力方面的配置, 尽可能地减少在固定资产方面的投入, 企业不直接进行生产, 通过让别的企业代为生产的方式来完成产品的生产任务。这样, 只需支付材料成本费和加工费, 而不必承担设备折旧和自建工厂的负担, 可随时根据市场变化灵活的按需下单。由此可促进成品业务形成新的经营优势, 培养和壮大企业内在的扩张力, 提高经营能力和管理水平, 从而为更高层次的资本运营创造条件和积累经验。

什么是 ODM?

ODM(Original Design Manufacturer, 原始设计制造商)。它可以为客户提供从产品研发、设计制造到后期维护的全部服务, 客户只需向 ODM 服务商提出产品的功能、性能甚至只需提供产品的构思, ODM 服务商就可以将产品从设想变为现实。

什么是 OBM?

OBM(Original Brand Manufacturer, 原始品牌制造商)。

即代工厂经营自有品牌, 由于代工厂做 OBM 要有完善的营销网络作支撑, 渠道建设的费用很大, 花费的精力也远比做 OEM 和 ODM 高, 而且常会与自己 OEM、ODM 客户有所冲突。通常为保证大客户利益, 代工厂很少大张旗鼓地去做 OBM。

简单解析:

A 方看中 B 方的产品, 让 B 方生产, 用 A 方商标, 对 A 方来说, 这叫 OEM;

A 方自带技术和设计, 让 B 方加工, 这叫 ODM;

对 B 方来说, 只负责生产加工别人的产品, 然后贴上别人的商标, 这叫 OBM。

Question: In China we have a lot of factories engaged in both OEM production and setting up its own brands. Whether should a manufacturer focus on OEM or building its own brands?

9. Management Contracting

- (1) A firm provides management expertise and technical know-how to another concern or to a government.
- (2) The management team basically acts as consultants, it may also get involved in operational activities.
- (3) Advantages: a company can use excess managerial talent;
 establish contacts with businesses and government officials;
 explore opportunities for further business involvement.
- (4) Disadvantage: limited duration.

10. Turnkey Operations 交钥匙工程

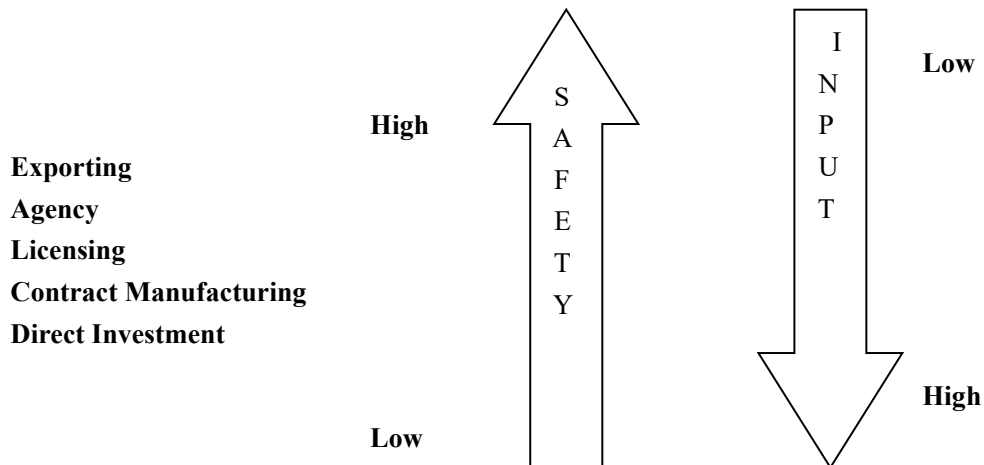
- (1) Firms agree to complete a project before handing it over to the owner.
- (2) The company's responsibilities include the design, construction, and operation of the project.
- (3) In some cases, the firm may be required to train executives and workers to enable them to run facility.
- (4) Advantage: large, long-term, and profitable.
- (5) Disadvantage: increase of uncertainty.

交钥匙工程: 既工程承包方将工程基本建设 (也可以包括工程设计)、设备安装 (也可以包括技术转让)、调试运行合格后 (也可以包括专业培训), 把整个工程项目的管理使用权交给发包方的一种工程。

11. Foreign Direct Investment (FDI)

- (1) Joint-venture
- (2) Wholly-owned subsidiaries

12. Risks Involved In Different Market Entries



With the participation widening, more risks will come.

1. Factors Considered in Global Marketing (Think about *PEST*)

- 1) Economic Environment
- 2) Social and Cultural Environment
- 3) Legal and Regulatory Environment
- 4) Foreign Exchange and Financial Decisions (*Further Explaining*)

Question: (1) what is foreign exchange?

- (2) How do home currency appreciation and depreciation affect a nation's Export? (e.g. take China for example: the recent Financial Crisis)

Chapter	Chapter Eight: Service Marketing
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1. Define and classify service; 2. Describe the characteristics of service 3. Understand its marketing implication 4. Take customer satisfaction at the first priority.
Teaching Focus	1. The 8ps of service management.
Teaching Difficulty	1. Define and classify service; 2. Describe the characteristics of service
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	1 what is foreign exchange? 2 How do home currency appreciation and depreciation affect a nation's Export? (e.g. take China for example: the recent Financial Crisis)

Teaching Procedures:**1. Introduction****2. Preview Case (P 125 Tourism)****3. Service Industry**

1) Some Distinguished Features of Service Industry

(1) Services make up the bulk of today's economy.

(2) Service industries account for most of the growth in new jobs; it is a major solution to the serious employment issue.

(3) Service industry played a vital role in optimizing the structure of industries.

(4) Service organizations range in size from huge international corporations (e.g. airlines, banking, insurance, telecommunications, hotel chains, and freight transportation) to a vast array of locally owned and operated small business.(e.g. restaurants, laundries, taxi companies, optometrists, and numerous business-to-business services.)

(5) There's a hidden service sector within many large corporation. (e. g. activities of recruitment, publications, legal and accounting services, etc)

4. Nature and Classification of Services**1) Essence of Service**

A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the non-ownership of anything.

2) Categories of Service

(1) pure tangible goods (a kind of pure offer:)

(2) tangible goods with accompanying services (juice extractor with personal guidelines)

- (3) hybrid (shopping)
- (4) major service with accompanying minor goods and services (Hair cut)
- (5) Pure service (Massage)

5. Characteristics of Services and Their Marketing Implications

- (1) Intangibility
- (2) Inseparability
- (3) Perishability
- (4) Variability

Students' Task: P 129

6. Integrated Service Management: 8Ps

- (1) Product
- (2) Place
- (3) Process
- (4) Productivity and Quality
- (5) People
- (6) Promotion and Education
- (7) Physical Evidence
- (8) Price and Other User Costs

7. After-sales Service (*Case Study*)

8. Discussion: choose a service company with which you are familiar and show how each of the 8Ps of integrated service management applies. (e.g. 前卫 Avant-Courier Hair Salon)

Chapter	Chapter Nine: Green Marketing (绿色营销)
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1 Define green marketing and discuss its core concepts; 2 Understand basic concepts of green marketing 3 Understand the importance and necessity of green marketing; 4 Understand the important guidelines in green marketing claims; 5 Know how to make products “green” 6 Know the present situation of green marketing in China market 7 Present a real case of green marketing activity and apply the philosophy in life.
Teaching Focus	1.How to make product green.
Teaching Difficulty	1 Define green marketing and discuss its core concepts; 2 Understand the important guidelines in green marketing claims
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	Search a company conducting green marketing and find out the strategies it apply.

Teaching Procedures

1. Introduction

2. Preview Case & Discussion (P 135-P 136)

3. Comprehension of Green Marketing

1) Definition of Green Products

Green products are typically durable, non-toxic, made from recycled materials, or minimally packaged.

2) Understanding to Green Marketing

(1) Green marketing, called environmental or ecological marketing (环保营销或者生态营销), consists of all activities designed to create and improve any products aiming to satisfy human needs or wants, with minimal harmful impact on the natural environment.

(2) Green marketing includes a broad range of activities, including product improvement, changes to the production process, packaging changes, as well as modifying advertising.

(3) Green marketing ensures that the interests of the organization and all its consumer are protected.

Question: can you list some green product? And think about why they are called green product?

3) Why is Green Marketing Popular?

Several Possible Reasons:

- (1) Organizations perceive environmental marketing to be an opportunity that can be used to achieve its objectives;
- (2) Organizations believe they have a moral obligation to be more socially responsible;
- (3) Governmental bodies are forcing firms to become more responsible;
- (4) Competitors' environmental activities pressure firms to change their environmental marketing activities, and
- (5) Cost factors associated with waste disposal, or reductions in material usage forces firms to modify their behavior.

Key Points

- (1) Opportunities
- (2) Social Responsibility
- (3) Governmental Pressure
- (4) Competitive Pressure
- (5) Cost or Profit Issues (*difficult point*)

4. Some Guidelines in Environmental/ Green Marketing Claims

- 1) General Environmental Benefit Claims
- 2) Degradable (可降解), Biodegradable (可生物分解), and Photodegradable (可光降解)
- 3) Compostable (合成的)
- 4) Recyclable (可重复利用的)
- 5) Recycled Content (
- 6) Ozone Safe and Ozone Friendly

5. Make Products Green By Design

- 1) Minimize direct environmental impact.
- 2) Use sustainable sources of raw material
- 3) Source-reduce products and packaging
- 4) Use recycled content
- 5) Make products energy efficient (energy inefficiency of some cheap second hand brand name car)
- 6) Maximize consumer and environmental safety
- 7) Make products and packaging reusable or refillable
- 8) Design products for remanufacturing, Recycling, and Repair
- 9) Make products safe for Disposal
- 10) Make products and packaging compostable

Students' Task:

- 1) Choose and study some non-green products and give some suggestions about how to make them green;
- 2) Or choose some green products and give some suggestions about how to make them greener.

6. Green Marketing in China

Chapter	Chapter Ten: Marketing Communications Mix
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1 Define marketing communication mix and discuss its core concepts; 2. Name and define the tools of the promotion mix; 3 Outline the steps in developing effective marketing communications; 4 Understand what are the main steps in developing effective marketing communication; 5 Understand how the promotion mix should be determined; 6 Present a real case of marketing communication activities and apply effective communication methods.
Teaching Focus	1. The Marketing Communication Mix.
Teaching Difficulty	1. Name and define the tools of the promotion mix; 2. Understand what are the main steps in developing effective marketing communication;
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method(任务分配法)
Assignment	1 Why for marketing control ? ① eliminate some stumbling blocks while implementing the marketing plans. ② keep the marketing processing within the course of the plan.

Teaching Procedures:**1. Introduction****2. Preview Case (+ Moon cakes Case)****3. Understanding to Marketing Communication Mix****1) Definition of Marketing Communication Mix**

A company's total marketing communications mix——called its promotion mix——consists of the specific blend of advertising, personal selling, sales promotion and public relations tools that the company uses to pursue its advertising and marketing objectives.

2) Main Promotion Tools**(1) Advertising**

Any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor.

(2) Personal Selling

Oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales and building customer relationships.

(3) Sales Promotion

Short-term incentives to encourage the purchase or sale of a product or service.

(4) Public Relations

Building good relations with the company's various publics by obtaining favorable publicity, building up a good "corporate image", and handling or heading off unfavorable rumors, stories and events.

① Impersonal communication: aims at providing information to large number of people (e.g. an advertising campaign in the mass media.) and is appropriate for a high volume of a consumer product (e.g. washing powder or soft drink)

② Personal Communication: involves the supply of information directly to individuals by personal, postal or phone contact.

3) Key Points

(1) The Advertising Campaign (广告宣传活动/广告战役):

associates with one of the major decisions, which is choice of media.

channels of communication include newspapers, magazines, television and radio, cinema, and display.

广告战役指在某一特定市场上为实现某一重大目标所集中进行的大规模的广告活动,是广告决战思想的一种体现,是企业之间进行市场竞争的策略之一。

Task: 1) compare different medias, and talk about their advantages and disadvantages (P161 10.2.3)

2)use the readership profile to decide where is best to place advertisements for these products:

- a second-hand car
- expensive jewellery
- oven-ready chips
- insurance
- mobile phone
- estate
- tours to scenic areas
- discount air tickets

(2)Personal Selling (人员推销)

① Definition: personal selling is a situation in which two people communicate in an attempt to influence each other in a purchase situation.

The buyer needs to minimize cost or assure a quality product

The salesperson may need to maximize revenue and profits.

② The Nature of Personal Selling

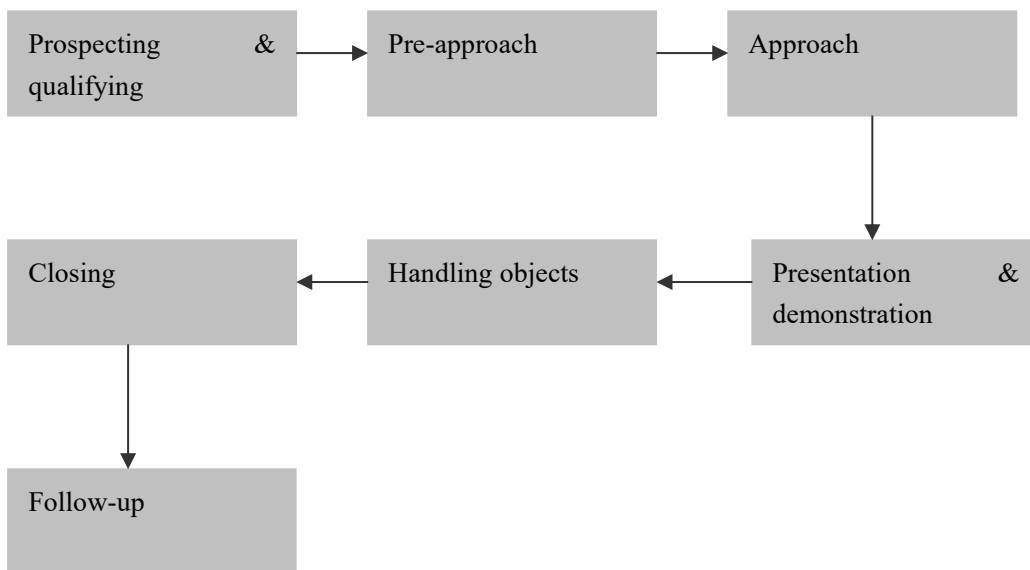
The term salesperson covers a wide range of positions. At one extreme, a salesperson might be largely an order taker, such as a department store salesperson standing behind the counter. At the other extreme are the order getters, salespeople whose job demands the creative selling of products and services ranging from appliance, industrial equipment or aeroplanes of insurance, advertising or consulting services; Other salespeople engage in missionary selling, whereby they are not expected or permitted to take an order, but only build goodwill or educate buyer; Or there are salespeople whose position is to supply technical knowledge to the buyers, as in engineering salespeople who act as consultants to client companies.

③ The Role of Sales Force



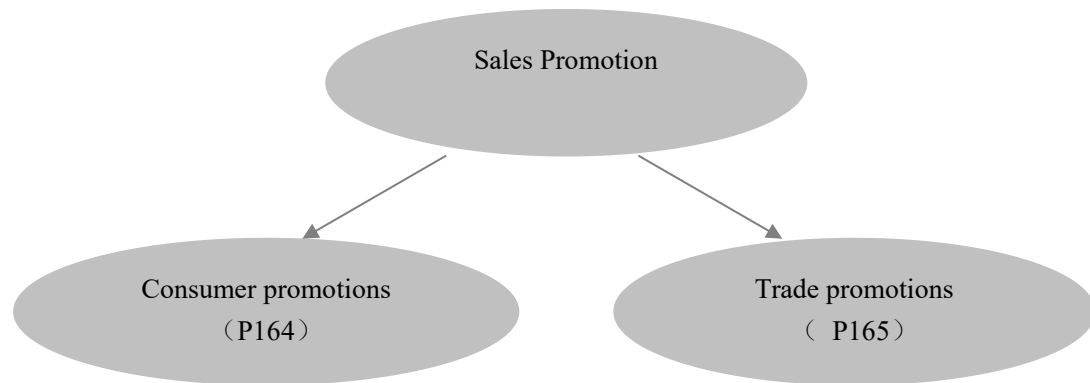
④ Steps in Personal Selling Process

Steps in the selling process



(Note: explain in Chinese P163)

(3) Sales Promotion (销售宣传/促销)



① Ways of Sales Promotion

- Direct Marketing
- Direct selling
- Party plan selling
- Direct mail
- Telemarketing (电话销售)
- The Internet
- Leaflets
- Roadshows (巡回演出)
- Exhibitions

② Extra materials of some examples of company or store's delicate sales promotion. (摘自《智慧》 June, 2009, 06 /钱为何跟着他们跑/ P 58)

东京“地图”可以擦手

几年前，东京闹市口有一对中年夫妻开了一家“夫妻手帕店”。起初生意很旺盛，可没过多长时间，由于附近先后新建了几家大商场，生意很快淡了下来。

小店地处东京繁华地段，来这里游玩的人每天络绎不绝，由于大多数是初来乍到，对当地的名胜古迹和交通路线都不熟悉，因此免不了到他们的小店探道问路。

一天，当一名游客来他们这里问路时，这位精明的老板突然把手帕和地图联系到了一起。他想，如果在手帕上印上东京的旅游地图，适当地提高点价格，卖给外地来的游客，销路肯定是大大的好。以此来带动手帕的销售量，这不是一个很妙的点子吗？

想做就赶快做，他以极为低廉的费用就把东京的地图印在了手帕上。然后，他在店铺门口竖了一块牌子，上面写着：请使用“地图”擦手。过往的游人一看，立即被吸引过去，并且非常乐意购买，手帕的销量也开始急剧增长起来。接下来，老板不失时机地在全市建立了近百家“地图手帕”连锁店，这样一来，经营规模扩大了，效益也就可想而知了。现在，这家叫“夫妻手帕”的连锁店已被誉为“导游服务店”，成为东京一道亮丽的风景。

买茶叶即可当众“抢劫”首饰

印度的茶叶促销方式是“别具一格”，最大的茶叶生产销售公司居然打起了“抢劫”的招

牌。他们把一些奖券放在茶叶的包装盒里，凡是得到一等奖奖券的顾客，都可以在印度任何一个城市的连锁首饰柜里，当众抢劫一分钟的足金首饰，而被抢劫的首饰将由公司来埋单。有幸一位中奖的新德里女士在一分钟内抢到的足金首饰价值几十万卢比。这一促销在新德里引起很大反响，很多人都纷纷前来争购该公司的红茶。

赤脚走进名鞋店

2006年初，在英国伦敦市南的一条大街上，新冒出了一家叫“罗毕”的鞋店。鞋子的款式丰富，质量也不错，但是这条街上的鞋店实在太多，竞争非常激烈，这家鞋店的生意一直平平淡淡。

6月的一天，店里进来两位时尚女性，她们挑了一双又一双的鞋，试穿了一次又一次，最后终于买了一双。付账的时候，只听买鞋的顾客对同伴说：“今天购物真是累死了，一次一次地脱鞋，又烦又累。”店老板心想，既然许多顾客在选购鞋子时，常抱怨换鞋太麻烦，若能让顾客赤脚进店就少了不必要的麻烦，顾客购起物来就要轻松多了。如何能让顾客自觉自愿赤脚进店呢？放上许多拖鞋？肯定不行，仅仅一双拖鞋是不可能让顾客自觉地脱鞋的。那该怎么做呢？

后来，店老板从一些重要场合中地上铺的红地毯得到了启发。他决定在店内铺放名贵地毯，顾客也定会乐意赤脚在名贵地毯上行走。铺好地毯后，他将店名改为“赤脚鞋店”，又在门口设置鞋架。做好这些后，他召集所有员工，郑重地宣布：顾客脱鞋进店后，由服务员代为擦鞋。员工更是丈二和尚摸不着头脑，但老板这样决定，也就只好照样执行。然后，老板在门口贴出一分告示：店内铺有名贵地毯，顾客可脱鞋进店购物，并由本店代为擦鞋。此告示公布后，许多顾客慕名而来，进店后，既随便又亲切，而且还有人给擦鞋，结果销售额大增。

(4)Public Relations and Promotion

① The Concept of Public Relations:

It is a means of publicizing and promoting an organization's image with a view to influencing customers to buy products, investors to buy shares and government and others to act in ways helpful to organization

It involves impersonal types of communication.

In many cases it consists in the placement of information about the organization in a suitable publication or obtaining a favorable presentation of its activities on radio, television or elsewhere without this having to be paid for.

② Public Relations Objectives

Promote confidence in, and create a favorable image of, a product or organization in the eyes of the general public, bankers, customers and suppliers.

Increase understanding of an organization, its scope and products.

Bring the organization and its products to the attention of those it wishes to reach, and to do so beneficially.

Generate more business and profits.

Press relations or press agency: Creating and pacing newsworthy information in the news media to attract attention to a person, product or service.

Product publicity: Publicizing specific products.

Lobby: Building and maintaining relations with legislators and government officials to influence legislation and regulation.

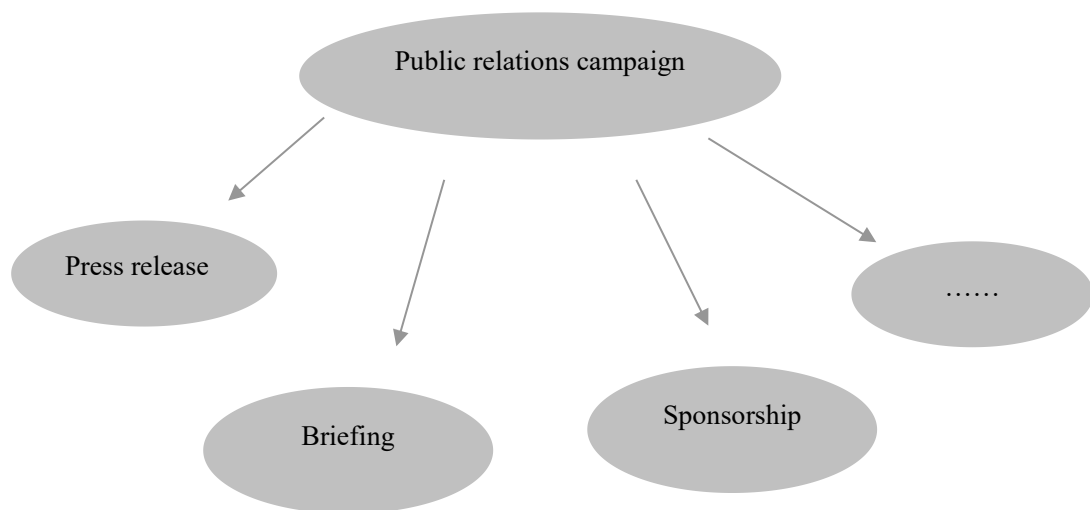
Development: Public relations with donors or members of non-profit organizations to gain financial or volunteer support.

③ The Public Relations Campaign (公关活动/公关战役)

公共关系战役: 是一项重要的促销手段,是指正确处理企业与社会公众的关系,树立良好的企业形象,从而促进产品销售的活动。国际公共关系是指企业在国际市场上有计划、坚持不懈地运用沟通手段,争取内、外公众谅解及支持与协作,建立和维护企业良好形象的管理活动。(《国际市场营销》王纪忠 方真 P251 /国际公共关系策略/)

SWOT Analysis of the Company

Public Relations Campaigns



Task: talk something about sponsorship: list two sporting, cultural or general entertainment events that you can think of which are sponsored. In each case, identify what is the probable benefit to the organization concerned. (e. g companies' sponsorship to Olympic Games)

Chapter	Chapter Eleven: Marketing Plan, Control and Audit
Teaching Objective	Knowledge, skills, ideological and political goals 知识、技能、思政目标: 1 Develop a marketing plan. 2 Know the marketing control process. 3 Understand marketing audit contents. 4. Workplace principles in marketing plan, control and audit.
Teaching Focus	1. The MIS channels.
Teaching Difficulty	1 Develop a marketing plan. 2 Know the marketing control process. 3 Understand marketing audit contents.
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method
Assignment	1 Why for marketing control ? ① eliminate some stumbling blocks while implementing the marketing plans. ② keep the marketing processing within the course of the plan.

1. Introduction

2. Preview Case

3. Understanding to Marketing Plan

1) Definition

A marketing plan contains information about your company and its product, marketing objectives and strategies, as well as how you will measure the success of your marketing activities.

You need to have a thorough understanding of the following points to develop a marketing plan:

- (1) Your products or services and their features and benefits.
- (2) The problem need or desire your product or service solves or meets for your customer
- (3) Your target market and its characteristics and buying habits
- (4) Current and potential competing products or services.

Task: compare a business plan with a marketing plan.

4. Purpose for Preparing a Marketing Plan

- 1) A marketing plan helps you establish, direct and coordinate your marketing efforts.
- 2) A marketing plan forces you to assess what's going on in your marketplace and how it affects your business.
- 3) A marketing plan provides a benchmark for later measurement.
- 4) A marketing plan guides you and your staff to reach your goals, it also keeps you from getting off-course.

5. Marketing Plan Components

Summary:

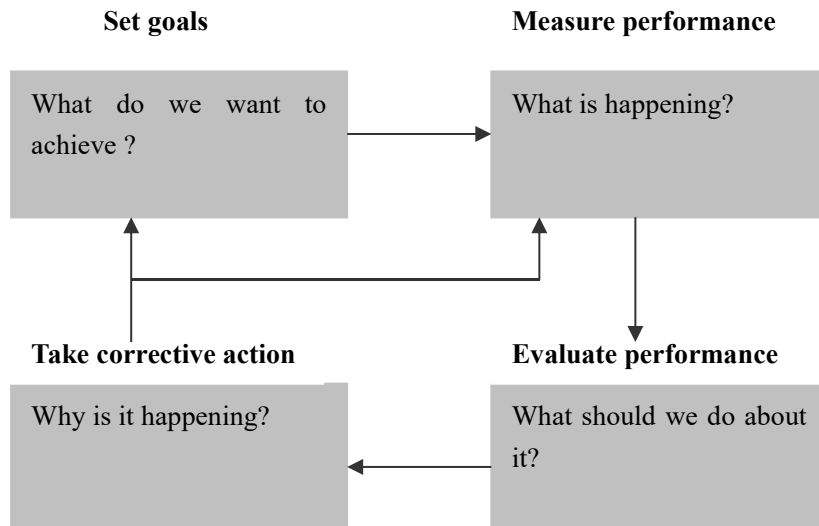
- 1) Marketing plans vary by industry, by size of a company and by stage of growth.
- 2) Your marketing plan may contain all or just some of these components, depending on your company type, stage of growth, and goals.

3) Contents of a Marketing Plan

Section	Purpose
Executive Summary	Presents a brief summary of the main goals and recommendations of the plan for management review, helping top management to find the plan's major points quickly. A table of contents should follow the executive summary.
Current Marketing Situation	Describes the target market and company's position in it, including information about the market, product performance, competition, and distribution. This section includes: A market description that defines the market and major segments, then reviews customer needs and factors in the marketing environment that may affect customer purchasing. A product review that shows sales, prices, and gross margins of the major products in the product line. A review of competition, which identifies major competitors and assesses their market positions and strategies for product quality, pricing, distribution, and promotion. A review of distribution, which evaluates recent sales trends and other developments in major distribution channels.
Competitor And issues analysis	Assesses major threats and opportunities that the product might face, helping management to anticipate important positive or negative developments that might have an impact on the firm and its strategies.
Objectives And issues	States the marketing objectives that the company would like to attain during the plan's term and discusses key issues that will affect their attainment. For example, if the goal is to achieve a 15 percent market share, this section looks at how this goal might be achieved.
Marketing Strategy	Outlines the broad marketing logic by which the business unit hopes to achieve its marketing objectives and the specifics of target markets, positioning, and marketing expenditure level. It outlines specific strategies for each marketing mix element and explains how each responds to the threats, opportunities, and critical issues spelled out earlier in the plan.
Action Program	Spells out how marketing strategies will be turned into specific action programs that answer the following questions: What will be done? When will it be done? Who is responsible for doing it? How much will it cost?
Budget	Details a supporting marketing budget that is essentially a projected profit-and-loss statement. It shows expected revenues (forecasted number of units sold and the average net price) and expected costs (of production, distribution, and marketing). The difference is the projected profit. Once approved by higher management, the budget becomes the basis for materials buying, production scheduling, personnel planning, and marketing operations.
Controls	Outlines the control that will be used to monitor progress and allow higher management to review implementation results and spot products that are not

meeting their goals

2) **The control process**



3) **Main Types of Marketing Control**

① **Operating control:**

- A. operating control involves checking ongoing performance against the annual plan and taking corrective action when necessary.
- B. its purpose is to ensure that the company achieves the sales, profits, and other goals set out in its annual plan.
- C. it also involves determining the profitability of different products, territories, markets and channels.

② **Strategic control**

- A. strategic control involves looking at whether the company's basic strategies are well matched to its opportunities.
- B. A major tool for such strategic control is a marketing audit.

7. **Marketing Audit**

1) **Summary**

- (1) The marketing audit covers all major marketing areas of a business, not just a few trouble spots.
- (2) It assesses the marketing environment, marketing strategy, marketing organization, marketing systems, marketing mix, and marketing productivity and profitability.
- (3) The audit is normally conducted by an objective and experienced outside party.

2) **Marketing Audit Questions (P 186)**

8. Student Task: assume you are going to start a new business (say, rent a store near the college, and launch your own business), develop a marketing plan for yourself.

9. Marketing Plan Samples: <http://www.biztree.com/Templates/Marketing-Plan.html>

Chapter	Chapter Twelve: SunTze's Art of Warfare and Marketing 孙子兵法在市场营销上的应用
Teaching Objective	1 Explain some tactics of the Sun Tze's Art of Warfare 2 Apply the Sun Tze's Art of Warfare to marketing.
Teaching Focus	1. The theories of SunTze's art of warfare and marketing.
Teaching Difficulty	1. Apply the Sun Tze's Art of Warfare to marketing.
Teaching Duration	2 Credit
Teaching Method	1. Cognitive method 2. Case study 3. Task oriented training method
Assignment	Formulating Winning Strategies (9 Steps) 1) Step 1-9) Step 9

1. Introduction**2. Understanding to Sun Tze's Art of Warfare**

1) Contents

(1) Laying a plan; (2) Waging a war (3) Offensive strategy (4) Power of defense (5) Energy (6) Opportunism (7) Maneuvering (8) The tactical variation (9) Marches (10) Terrain (11) The nine situation (12) Attack by fire (13) Use of spies

Chinese Version:

(1) 计篇 (2) 作战篇 (3) 谋攻篇 (4) 行篇 (5) 势篇 (6) 虚实篇 (7) 军争篇 (8) 九变篇 (9) 行军篇 (10) 地形篇 (11) 九地篇 (12) 火攻篇 (13) 用间篇

2) Supportive Model for Learning: Winning Model

(1) Advocators: Samuel K. Ho and Amy S.F. Choi

(2) Aim and Structure of the Model

① The aim of the model is to describe a winning business strategy against competitors, in a step-by-step procedure, based on Sun Tze's philosophy.

② Structure: outer ring & inside chain

A. Outer Ring

Analyses of situations

Business information system

Sun Tze identified five types of spies in his chapter 13

Reminder kit

B. Inside Ring

Goals and objectives

Formulation of strategies

Offensive strategy: what to attack? (Mini Case P 194)

Where to attack? (Mini Case P 195)

When to attack? (Mini Case P195)

Who to attack?

How to attack ?

Defensive strategy: Organizations should concentrate on hiding

Organizations should concentrate on strengthening

Implementation of strategy

Evaluation

3. Formulating Winning Strategies (9 Steps)

1) Step 1-9) Step 9

4. Chinese Version of Sun Tze' Art of Warfare (Selected Chapters)

1) 计篇

Related to: Marketing Environment, Macro(PEST) and Micro (SWOT)

一.

孙子曰：兵*者，国之大事，死生之地*，存亡之道*，不可不察也。

* 注释

1. 兵：在此篇中，指军事，战争。
2. 死生之地：战争场所，得其利者生，失其利者死。
3. 存亡之道：国家存亡之问题。

二.

故经之以五事校之以计，而索其情*：一曰道*，二曰天，三曰地，四曰将，五曰法。

道者，令民与上*同意也，故可以与之死，可以与之生，而不畏危。

天者，阴阳、寒暑、时制*也。

地者，远近、险易、广狭、死生*也。

将者，智、信、仁、勇、严也。

法者，曲制、官道、主用*也。

* 注释

1. 故经之以五事校之以计，而索其情：经：量度，即分析。校：比较。即需自五方面分析、比较及探索。
2. 道：道路。此处指政治开明。
3. 时制：季节更替。
4. 死生：不可攻守进退或可攻守进退(之地)。
5. 曲：军队编制。制：指挥号令。官道：各级官吏之职责与管理。主用：军需配备与使用。

2) 作战篇

Related to: how to carry out marketing plan

八.

孙子曰：凡用兵之法，驰车千驷，革车*千乘，带甲十万*，千里馈粮*；则内外之费，宾客之用，胶漆之材*，车甲之奉*，日费千金，然后十万之师举*矣。

* 注释

1. 革车：重型战车。
2. 带甲：士兵。

3. 馈粮：运送粮食。
4. 胶漆之材：维修弓箭甲盾等之器材。
5. 车甲之奉：车辆、盔甲之及补给。
6. 举：可出发

九.

其用战也胜*，久则钝兵挫锐，攻城则力屈*，久暴师*则国用不足。夫钝兵挫锐，屈力殫货*，则诸侯乘其弊而起，虽有智者，不能善其后矣。故兵闻拙速*，未睹巧之久也。夫兵久而国利者，未之有也。故不尽知用兵之害者，则不能尽知用兵之利也。

*** 注释**

1. 用战也胜：作战但求（速）胜。
2. 屈(jue)：竭：穷尽。
3. 久暴师：长期领军于外。暴(pu)同“曝”。
4. 屈力殫货：人力财力枯竭。殫(dan): 枯竭。
5. ? 拙速：直截了当，迅速解决。

十.

善用兵者，役不再籍*，粮不三载*；取用于国*，因粮于敌*，故军食可足也。

*** 注释**

1. 役不再籍：不一再征兵。
2. 粮不三载：不多次往返运输粮草。三载指多次。
3. 取用于国：军需自国内运来。
4. 因粮于敌：粮草自敌国征用。

十一.

国之贫于师者远输*，远输则百姓贫。近于师者贵卖*，贵卖则百姓财竭，财竭则急于丘役*。力屈财殫*，中原内虚于家，百姓之费，十去其七；公家之费，破车罢马*，甲冑矢弩，戟盾蔽橹，丘牛大车，十去其六。

*** 注释**

1. 国之贫于师者远输：远途运输，耗尽财力人力，使国家百姓贫困。
2. 贵卖：（促使）物价上涨。
3. 丘役：指征收赋役。
4. 财殫：财竭。
5. 罢马：马匹疲惫。罢(pi)，同“疲”。

十二.

故智将务食于敌*，食敌一钟*，当吾二十钟；芑秆*一石，当吾二十石。

*** 注释**

1. 智将务食于敌：明智将领务求于敌国就地取粮。
2. 钟：古计量单位，有两种算法，约合今日1000升，或640升。
3. 芑秆：豆秕，禾藁。同“萁”(qi)。

十三.

故杀敌者，怒也*；取敌之利者，货也*。故车战，得车十乘已上，

赏其先得者，而更其旌旗，车杂而乘之，卒善而养之，是谓胜敌而益强。

*** 注释**

1. 故杀敌者，怒也；激发对敌愤怒，故可杀敌。
2. 取敌之利者，货也；赏以财物，鼓励杀敌。

3) 谋攻篇

Related to: communication with customers

十五.

孙子曰：凡用兵之法，全国为上，破国次之*；全军为上，破军次之；全旅为上，破旅次之；全卒为上，破卒次之*；全伍为上，破伍次之。是故百战百胜，非善之善者也；不战而屈人之兵，善之善者也。

*** 注释**

1. 全国为上，破国次之：上策为使敌国保全而屈服，攻破敌国为次策。
2. 卒：古军队编制，百人为卒。

十六.

故上兵伐谋*，其次伐交*，其次伐兵，其下攻城。

攻城之法，为不得已。修橧辘轳*，具器械，三月而后成，距堙*，又三月而后已；将不胜其忿而蚁附之*，杀士三分之一而城不拔者，此攻之灾也。

故善用兵者，屈人之兵而非战也，拔人之城而非攻也，毁人之国而非久也，必以全争于天下，故兵不顿*而利可全，此谋攻之法也。

*** 注释**

1. 故上兵伐谋：用兵之道，以计谋取胜为上。
2. 伐交：以外交手段瓦解敌人。
3. 修橧辘轳：橧，大盾。辘轳，(fen,wen)，攻城之车具。
4. 距堙：修土山以越过城墙进攻。堙(yin)，通“堙”，土山。
5. 蚁附：士兵多如蚂蚁，缘城墙而上。
6. 顿：疲惫受挫。

十七.

故用兵之法，十则围之*，五则攻之，倍则分之*，敌则能战之*，少则能逃之，不若则避之。

故小敌之坚，大敌之也*。

*** 注释**

1. 十则围之：如有十倍兵力则围困敌人。
2. 倍则分之：兵力两倍于敌人则可夹攻。
3. 敌则能战之：势均力敌则奋力抗击。
4. 小敌之坚，大敌之擒：弱兵如固执坚战，必为强敌所擒。

二十.

故知胜有五：知可以战与不可战者胜；识众寡之用者胜；上下同欲者胜；以虞待不虞者胜*；将能而君不御才*。此五者，知胜之道也。

*** 注释**

1. 以虞待不虞者胜：有准备对无准备，自可得胜。
2. 将能而君不御者胜：将帅有能而君主不加干预者胜。

二十一.

故曰：知彼知己者，百战不殆*；不知彼而知己，一胜一负*；不知彼，不知己，每战必殆。

*** 注释**

1. 殆 (dai): 危殆，危险。
2. 一胜一负：或胜或负，无必胜之把握。

4) 行篇

Related To: Marketing Campaign, including Advertisement Campaign, Public Relation Campaign, etc.

二十二.

孙子曰：昔之善战者，先为不可胜*，以待敌之可胜*。不可胜在己，可胜在敌。

故善战者，能为不可胜，不能使敌之可胜。故曰：胜可知，而不可为*。

*** 注释**

1. 形篇：探索军事上双方攻守形势。
2. 先为不可胜：先使己方不可被战胜。
3. 以待敌之可胜：待可战胜敌方之时机。
4. 胜可知，而不可为：有备则胜利可预见，但敌是否有机可乘之错失则不可强求。

二十三.

不可胜者，守也*。可胜者，攻也*。守则不足，攻则有余*。善守者，藏于九地之下*。善攻者，动于九天之上*。故能自保而全胜也。

*** 注释**

1. 不可胜者，守也：无把握胜敌，则守。
2. 可胜者，攻也：有把握胜敌，则攻。
3. 守则不足，攻则有余：防守是取胜条件还不充分，进攻是战胜敌人条件已具备。
4. 藏于九地之下：九指最大之数。意为：深秘隐藏。
5. 动于九天之上：指攻势雷霆万钧，敌无法抵挡。

二十四.

故见胜不过众人之所知*，非善之善者也。战胜而天下曰善，非善之善者也。故举秋毫*不为多力，见日月不为明目，闻雷霆不为聪耳。

古之所谓善战者，胜于易胜者也*。故善战者之胜也，无智名，无勇功。故其战胜不忒*。不忒者，其所措必胜，胜已败者也*。故善战者，立于不败之地，而不失敌之败也*。

是故胜兵先胜而后求战，败兵先战*而后求胜。善用兵者，修道而保法，故能为胜败之政*。

*** 注释**

1. 见胜不过众人之所知：预见胜利但未超过常人之可知。

2. 秋毫：指鸟兽秋季更生之毫毛，形容极轻，举之并不费力。
3. 胜于易胜者也：好像胜来容易（其实是善战才取胜）。
4. 忒：差错，失误；不忒：不出差错。
5. 胜己败者也：战胜败局已成之敌人。
6. 不失敌之败也：不放过使敌人失败的机会。
7. 先胜：先准备好取胜之条件。
8. 先战：先打起来，侥幸求胜。
9. 修道而保法，故能为胜败之政：修明德政，坚守法制，即可掌握胜败之主动权。

二十五.

兵法：一曰度*，二曰量*，三曰数*，四曰称*，五曰胜*。

地生度*，度生量*，量生数*，数生称*，称生胜*。

* 注释

1. 度：即度量、分析地理形势。
2. 量：计量人力与物资资源。
3. 数：计算可动员的兵力多寡。
4. 称：衡量敌我实力。
5. 胜：推算胜负。
6. 地生度：交兵之先度量地理形势。
7. 度生量：按地理形势而知人物力之强弱。
8. 量生数：按人物力可知可动员兵力多寡。
9. 数生称：按兵员多寡可衡量双方实力。
10. 称生胜：以双方实力对比，可测知胜负形势。

5) 势篇

Related to: Marketing Strategies

二十七.

孙子曰：凡治众如治寡，分数*是也。斗*众如斗寡，形名*是也。三军之众，可使必受敌而无败者，奇正*是也。兵之所加，如以锻*投卵者，虚实*是也。

* 注释

1. 势篇：论军事上的优势。
2. 分数：分、数指军队之组织、编制。编制严密，人多少均同样指挥。
3. 斗：指挥（军队）。
4. 形名：措旌旗和金鼓。士卒望族旗、听金鼓而行动，人多少均不乱。
5. 奇正：常规与奇兵并用。
6. 锻（duan）：磨刀石。
7. 虚实：有备为实，无备为虚。以实击虚，如石击卵。

二十八.

凡战者，以正合*，以奇胜。故善出奇者，无穷如天地*，不竭如江河。终而复始，日月是也；死而复生*，四时是也。声不过五*，五声

之变，不可胜听也*。色不过五*，五色之变，不可胜观也。味不过五*，五味之变，不可胜尝也。

战势不过奇正，奇正之变，不可胜穷也。奇正相生*，如循环之无端，孰能穷之？

*** 注释**

1. 以正合：以正面作战。
2. 无穷如天地：指以奇取胜，可变化无穷。
3. 死而复生：指四时更替。
4. 声不过五：指五声：宫、商、角、征、羽。
5. 不可胜听也：听之不尽。
6. 色不过五：五色为青、黄、赤、白、黑。
7. 味不过五：五味为酸、咸、辛、苦、甘。
8. 奇正相生：奇正会相互转化。

二十九.

激水之疾，至于漂石者，势也。鸷鸟*之疾，至于毁折者，节也*。是故善战者，其势险，其节短，势如扩弩*，节如发机*。

*** 注释**

1. 鸷鸟：一种凶猛的鹰隼。
2. 节：节奏，指在短距以俯冲之势杀伤猎物。
3. 扩（guo）弩：张满弩机。
4. 发机：触发扳机。

三十.

纷纷纍纍，斗乱*而不可乱也。浑浑沌沌，形圆而不可败也*。

*** 注释**

1. 斗乱：于纷乱状态中指挥战斗。
2. 形圆而不可败也：圆阵不见首尾，扰而不乱，就不会失败。

三十一.

乱生于治，怯生于勇，弱生于强*。治乱，数也*；勇怯，势也*；强弱，形也*。

*** 注释**

1. 此句指乱治、怯勇、弱强可以转化。强，即“强”。
2. 治乱，数也：治、乱视乎组织编制是否健全。
3. 勇怯，势也：勇、怯视乎是否得势。
4. 强弱，形也：强、弱则视乎实力。

三十二.

故善动敌者。形之，敌必从之*；予之，敌必取之*；以利动之，以卒待之*。

*** 注释**

1. 形之，敌必从之：以伪装诱敌，使其中计。
2. 予之，敌必取之：小利诱敌，使其上钩。
3. 以卒待之：伏兵待敌。

6) 虚实篇

Related to: Marketers get to know more about the competitors

三十四.

孙子曰：凡先处战地而待敌者佚*，后处战地而趋战*者劳。故善战者，致人而不致于人*。

能使敌人自至者，利之也*。能使敌人不得至者，害之也*。故敌佚能劳之，饱能饥之，安能动之。

* 注释

1. 佚(yi)：同“逸”。
2. 趋战：奔赴作战。
3. 致人而不致于人：调动别人而不被人调动。
4. 利之也：是利诱之故。
5. 害之也：是设法妨害它。

三十六.

进而不可御者，冲其虚也；退而不可追者，速而不可及也。故我欲战，敌虽高垒深沟，不得不与我战者，攻其所必救也；我不欲战，画地而守之*，敌不得与我战者，乖其所之也*。

* 注释

1. 画地而守之：划地为营，虽无甚设防，敌人亦不敢进攻。
2. 乖其所之也：（皆因）引敌往别处。乖：违背、改变。

三十七.

故形人而我无形*，则我专而敌分。我专为一，敌分为十，是以十共其一也，则我众而敌寡。能以众击寡者，则吾之所与战者，约矣*。

吾所与战之地不可知*。不可知，则敌所备者多。敌所备者多，则吾与所战者，寡矣。

* 注释

1. 故形人而我无形：察明敌人形迹而自己隐蔽。
2. 则吾之所与战者，约矣：则我方面对的敌人少而弱。
3. 吾所与战之地不可知：我方所选与敌交战之处对方不知。

三十九.

故知战之地，知战之日，则可千里而会战。不知战地，不知战日，则左不能救右，右不能救左，前不能救后，后不能救前，而况远者数十里，近者数里乎？

以吾度*之，越人*之兵虽多，亦奚益*于胜败哉？

故曰：胜可为也。敌虽多，可使无斗*。

* 注释

1. 度(duo)：推断。
2. 越人：春秋时期，吴越两国长期交战，孙子助吴。故常以越指敌对一方。此处即为泛指敌方。
3. 奚(xi)益：何能有益于……。
4. 无斗：无法与我战斗。

四十.

故策之而知得失之计*，作之而知动静之理*，形之而知死生之地*，角之而知有馀不足之处*。

故形兵*之极，至于无形：无形则深间*不能窥，智者不能谋。因形

而错*胜于众，众不能知；人皆知我所以胜之形，而莫知吾所以制胜之形。故其战胜不复*，而应形于无穷*。

*** 注释**

1. 策之而知得失之计：策度、分析可知敌情之优劣得失。
2. 作之而知动静之理：激动敌人，从其反应弄清敌方行动规律。
3. 形之而知死生之地：以伪装阵形诱惑敌人，以探知对方生死要害。
4. 角之而知有馀不足之处：角量试探敌人实力以判断敌人优劣所在。
5. 形兵：伪装阵形诱敌。
6. 深间：深藏的间谍。
7. 错：措，放置。错胜于众：将胜利置于人之前。
8. 不复：不（会）重复。
9. 而应形于无穷：适应情况而变化无穷。

四十一. (总结)

夫兵形*象水，水之形，避高而趋下；兵之形，避实而击虚。水因地而制流*，兵因敌而制胜。

故兵无常势，水无常形；能因敌变化而取胜者，谓之神。故五行无常胜*，四时无常位*，日有短长，月有死生*。

*** 注释**

1. 兵形：用兵之方式、规律。
2. 制流：制约流向。
3. 五行：金、木、水、火、土为五行。中国古代认为五行相生相克，均不能独胜。
4. 四时无常位：春、夏、秋、冬四季更替，永无休止，均不能常在。
5. 月有死生：指月有盈亏圆缺。

Reference:

<http://www.chinavista.com/experience/warart/chwarframe.html>