

# 国际营销大师特劳特中国行

## ——营销战略的定位与执行

### 培 训 讲 义

**Trout & Partners Ltd.**  
Pioneers in Positioning

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"营销心法的第一条，就是通读《定位》这本书，它的核心看似简单，实则充满了力量"

——美国西南航空副总裁 唐·瓦伦丁

"如果品牌缺乏一个独一无二的定位，将会象房子没有产权一样，令企业无立足之地，哪怕你是如IBM、美国西南航空一般的大厦，也未能幸免....."

——杰克·特劳特

## 杰克·特劳特简介

全球最顶尖的营销战略家，特劳特伙伴公司全球总裁

全球最顶尖的营销战略家，杰克·特劳特于1980年出版的《定位》一书中提出的“定位营销观念”从此改变了美国的营销理念。2001年，定位理论压倒菲利普·科特勒、迈克尔·波特，被公认为是“有史以来对美国营销影响最大的观念”。1985年，特劳特与里斯合著《营销战》，其中设计的四种营销战略模型被全世界的商学院作为教材沿用至今。1988年，《营销革命》出版，颠覆了学院派习以为常的营销思考模式，指出了战术导出战略的营销真谛与过程。1993年，《22条商规》被称为营销圣经，是一本“最怕被竞争对手读到”的奇书。

特劳特先生最新的著作是《大品牌大麻烦》。书内分析了美国最大企业的失败原因，并从这些大品牌的经验中得出“来之不易的教训”，对忙于学习500强的中国企业来说，是一本必读书。

# 特劳特的著名案例

## 帮助IBM走出困境，成功转型

80年代以来，IBM在IT业内被众多的专业级对手所肢解，硬件被康柏，戴尔，苹果打败，软件被微软，甲骨文打败，芯片被英特尔，工作站被太阳打败。1991年亏28亿美元，93年亏81亿美元。IBM向何处去？特劳特根据IBM电脑产品线长的特点，为IBM品牌重新定位为“集成电脑服务商”，这一战略使得IBM成功转型，走出困境，2001年的净利润高达77亿美元。

## 使莲花公司绝处逢生

“莲花1-2-3”试算表在软件业获取成功后，遭遇到了微软Excel的攻击，莲花公司面临绝境。特劳特选择了其新产品Notes，重新定位为“群组软件”，用来解决联网电脑上的同步运算。此举使莲花公司重获生机，并凭此赢得IBM青睐，卖出了35亿美元的价值。

## 造就美国最值得尊敬的公司

当美国所有航空公司都效仿美国航空（American Airlines）的时候，特劳特协助客户西南航空（Southwest Airlines）重新定位为“单一舱级”的航空品牌，以针对美国航空的多级舱位和多重定价。很快，西南航空从一大堆跟随者中脱颖而出，1997年起连续五年被《财富》评为“美国最值得尊敬的公司”。

## 成功狙击全球石油巨头

在西班牙，当国家石化机构转型为私营企业的时候，特劳特为新生的公司Repsol制定了三重定位的多品牌战略，推出以汽车、服务、价格为区隔方向的品牌，有效地防御了壳牌、美孚、BP等国际巨头的进入。目前，Repsol在西班牙占有50%的石油市场，成为西班牙最大的石油商。

## 赢得可乐大战

20世纪八十年代，特劳特把“七喜”汽水重新定位“不含咖啡因的非可乐”，此举痛击了可口可乐与百事可乐，使七喜汽水一跃成为仅次于可口可乐与百事可乐之后的美国饮料业的第三品牌。

# Training Course of Trout Brand Strategy

## 特劳特品牌战略教程

*To Succeed With Positioning*

——定位致胜——

# The Product Era

## 产品时代

In the beginning of marketing development, the demand of the products exceeded the supply. New technologies have been developed and the quality of the products has been improved constantly.

营销发展初期，产品供不应求，新技术不停地被开发，商品得以不断改进。

At that time, what the brand need to do is to communicate its own USP. When you have a strong selling proposition, you can sell your products in a best and fastest way and establish your distinctive brand.

这时候，品牌要做的就是将自己独特的卖点（USP）传播出去，借助一个有力的卖点，就可以最好最快地销售，并建立自己有独特个性的品牌。

# Brand communicating Strategy:USP 品牌传播策略： USP

1. Each advertisement must make a proposition to the consumer.

每则广告必须向顾客提出一个主张（卖点）。

2. The proposition must be one that the competition either cannot or does not offer. It must be unique.

这个主张必须是竞争对手所不能或不曾提出的，必须是独特的。

3. The proposition must be so strong that it can pull new customers to your product.

这个主张必须有足够的促销力，能打动顾客购买。

——*Rosser Reeves:USP*

——*罗瑟·瑞夫斯：独特销售主张*

# The Image Era

## 形象时代

When the products tend to be homogeneous and the customers' experience increase, people tend to choose products with good reputation and brand feeling.

当产品趋向同质化，消费者经验增加，人们趋向于选择企业信誉强、品牌感觉好的产品。

Establishing good BI (Brand Image) with unique emotional benefit can better and steadily attract customers' concern and purchase.

这时，建立起良好的、有独特感性利益的品牌形象（BI），能更好地、稳定地吸引消费者的关注和购买。

# Brand communicating Strategy:BI 品牌传播策略：BI

1. Every advertisement is long-term investment on Brand Image.

任何一则广告，都是对品牌形象所做的长远投资。

2. While Products become more and more homogeneous, customers' sense in choosing brand is weakening.

随着产品同质化的加强，消费者对品牌的理性选择减弱。

3. People pursue both functional and emotional benefits, Advertisement should focus on attaching more motional benefits to a brand.

人们同时追求功能和感性利益，广告应着重赋予品牌更多的感性利益。

——*David·Ogilvy: Brand Image*

——*大卫·奥格威：品牌形象*

# Positioning Era

## 定位时代

The tide of BI brings similarities and interference between and among brand images. At the same time, products, media and information increase tremendously. All these make it more and more difficult for customers to receive all brand information and form a clear brand image.

品牌形象大行其道，带来形象近似与相互干扰，同时社会产品、媒介与信息暴增，消费者全方位接收品牌信息形成清晰形象，显得日益困难。

Positioning makes a brand concentrate and find an easy way to enter the minds of customers and influence their buying decision.

品牌定位（Positioning）能够集中力量，使品牌易于进入消费者心智，影响其购买决策。

# New mode of customer's mind

## 全新的消费者心智模式

With social progress and ever-increasing human activities, customers are in tyranny of information and they are overwhelmed.

随着社会的发展，人类活动日益丰富，消费者处于信息拥挤之中，人心疲于应付。

Facing so much information, on the one hand, people tend to exclude it, on the other hand, they have learn to simplify and classify information.

面临太多资讯，人们一方面倾向于排斥，一方面学会简化处理，将信息分类记忆。

# New mode of customer's mind (Continued)

## 全新的消费者心智模式（续）

Customers will form product ladders in their minds to facilitate purchase. Thus, they can buy in this order when they need something.

为方便购买，消费者会在心智中形成产品阶梯，当产生相对需求时，依序优先选购。

Occupying the first rung of the ladder and being the generic for a category or unique products are considered as a position to occupy that category or attribute.

占据阶梯首层的品牌，成为某品类或某特性产品的代表，被认为占有该品类或特性的地位。

Wahaha 娃哈哈
Robust 乐百氏
XXX
.....

"pure water"ladder  
“纯净水”品类阶梯

Changhong 长虹
TCL 王牌
KonKa 康佳
Skyworth 创维
Hisense 海信
Xoceco 厦华
.....

TV set ladder  
“彩电”品类阶梯

Colgate 高露洁
Crest 佳洁士
XXX
.....

"cavity prevention"ladder  
“防蛀”特性阶梯

# Innovation in marketing concept

## 营销观念的革新

The essence of marketing in Positioning Era is to enter the minds of customers to set position and make it as direction in competition.

步入定位时代，营销的精髓在于进入消费者心智，建立定位，主导竞争。

1. The main battlefield of marketing shifted from market place to minds of customers.

营销的主战场，从市场转为在消费者心智展开。

2. The operation of marketing shifted from demand-oriented to competition-oriented.

营销运作，由需求导向转为竞争导向。

Correct ways 正确的方法：  
*Get there first* 抢先占位  
*Positioning with connection* 关联定位  
*Replace leader* 取代领导者

# New marketing principle No.1

## 营销新法则（一）

In the new era, the success of marketing is decided by a brand's differentiation with a position in the minds of customers to get mind resource and win the future.

新时期的营销成功，取决于品牌在消费者心智中以定位实现区隔，占取心智资源，致胜未来。

*Principle: Each successful brand must have a position.*

法 则：任何一个成功的品牌，都必需蕴涵有一个定位。

i.e: Chinese TV set vs Japanese TV set

例：中国彩电 vs 日本彩电

Successful brand vs foam brands

成功品牌 vs 泡沫品牌

# New marketing principle No.2

## 营销新法则（二）

Marketing after positioning.

定位后营销的展开——

*Principle: Every activity in each procedure helps a brand establish, reinforce or consolidate a position to influence consumers' buying decision.*

**法 则：**任何一环营销活动，都是为了协助品牌去建立、加强或巩固一个地位，以此影响消费购买决策。

# Marketing after positioning

## 定位后营销的展开

Case: Nongfu spring

案例: 农夫山泉



# Bottom - up Marketing for Chinese enterprises

## 中国企业的逆思考行销

In positioning era, marketing should start with tactics of entering the minds of customers to set position and then form the strategy. It is meaningful especially to Chinese enterprises.

定位时代，营销从进入消费者心智的战术入手，确立定位，然后再依之形成战略，对中国企业尤富意义。

A. Chinese market tend to be in overcompetition, it becomes more and more difficult for demand-oriented marketing to take effect.

中国市场普遍趋向过度竞争，需求导向的营销操作越来越难奏效。

B. Most brands lack of position. It is the key reason for unsatisfactory marketing performance.

品牌普遍缺乏定位，是营销推广不佳的核心原因。

C. Positioning first and then do marketing will give marketing activities clear direction and really establish a long-lived brand.

先有定位再做推广，令营销行为指向明确，并能真正建立起长远品牌。

# Positioning 定位

How you differentiate you product in the mind of the prospect

如何让产品在消费者心智中实现区隔

# Why Differentiation is important 为什么区隔是重要的

The new world order!  
世界新秩序!

"Global economy" statistics.

“全球经济”统计数据

1. Of the world's largest economies, 51 are not countries but corporations.

在全球最大的经济体中，51个不是国家，而是集团公司。

2. The 200 largest corporations account for 28 percent of the worlds economic activity.

200个最大的集团公司占到了全球经济活动的28%。

3. The 500 largest account for 70 percent of world trade.

500个最大集团公司占到了全球交易的70%。

# An ugly fact of life

## 糟糕的现实

If you make a mistake, your competitors quickly get you business.  
And you don't get it back.

一旦商业上犯错，你的竞争对手很快会抢走你的生意。

What's worse is that you Rarely get it back.

尤为糟糕的是，你很难再夺回来。

The situation:  
It's a battle of brands  
**现状：这是品牌之战**

Dog food: 180 brands  
狗粮：180个品牌

Bottled water: 50 brands  
瓶装水：50个品牌

Cough/Cold: 134 brands  
感冒药：134个品牌

.....

# The law of division

## 分化定律

Over time, a category will divide and become two or more categories.

随着时间推移，一种类别会分化成两种或以上的类别。

# Positioning defined

## 定位的定义

It's how you differentiate you product in the mind of the prospect.

它是指，你如何让你的产品在预期顾客心智中实现区隔。

The steps  
to differentiation

**实现区隔的步骤**

# 1. The context

## 分析行业环境

Arguments are never made in a vacuum. There are always competitors trying to make points of their own.

它是指，你如何让你的产品在预期顾客心智中实现区隔。

Your message has to make sense in the context of the category.

你的信息必须切合行业环境易于感知。

## 2. The differentiating idea 寻找区隔概念

You are looking for something that separates you from your competitors.

你正在寻找能把你和竞争对手区分开来的东西。

The trick is to find that difference and then use it to set up a benefit for your customer.

关键就是寻找到差异，在此基础上建立起对客户而言的价值。

### 3. The credentials 找到支持点

To build a logical argument for your difference, you must have the credentials to support your claim of being different.

你必须为自己的区隔概念寻找支持点，以使它更符合逻辑。

You must be able to demonstrate your difference.

你必须能证明你的区隔。

## 4. Communicating difference 区隔的传播应用

If you build a differentiated product, the world will not automatically beat a path to your door. Truth will not win without some help.

你为产品确立了区隔，并不意味着生意就此自动上门。没有帮助，真理也不会获胜

Every aspect of your communication should reflect your difference.  
你营销传播中的方方面面，都必须围绕区隔而整合。

# Some traps in differentiation

## 区隔的几个陷阱

Trap1: Differentiation via "price".  
陷阱一: 以“低价”为区隔。

Trap2: Differentiation via "quality".  
陷阱二: 以“质量”为区隔。

Trap3: Differentiation via "customer".  
陷阱三: 以“客户”为区隔。

Trap4: "Slogan" is not Differentiation.  
陷阱四: “口号”不是区隔。

# Slogan or difference 口号还是区隔？

"Nike. Just do it."

“耐克，Just do it。”

"Nokia. Connecting people."

“诺基亚，连接大众。”

"Quilmes. The taste of the meeting."

“Quilmes，相遇的味道。”

# Difference!

## 区隔!

"Nike. What the world's Best athletes wear."  
“耐克，世界最优秀运动员所穿。”

"Nokia. The world's No.1 cell phone."  
“诺基亚，世界第一部蜂窝手机。”

"Quilmes. Since 1890, the beer of Argentina."  
“Quilmes，始于1890年的阿根廷啤酒。”

# J.P.Morgan

## J.P. 摩根

"I have never settled for better when best was within reach. I have zero interest in okay. I have never mistaken listening for understanding I. I have frustrated cynics. I have been difficult when necessary. I have been easy when faced with perfection. I have lit fires. I work for J.P. Morgan."

“能够做得最好时，我从不满足于更好。我对‘可以’毫无兴趣。我不错过倾听。我从不愤世嫉俗。我对差强人意难以释怀。我对完美心怀舒畅。我的生命充满激情。我为J.P.摩根工作。”

# Here's the difference

## 区隔在这里

1. A heritage of serving the world's most prominent corporations, governments and families.

为世界最知名的公司、政府和家族服务的传统。

2. Helped structure and finance GE and AT&T in their infancy.

协助通用电器和AT&T起家时的组建和融资。

3. Loaned money to the French and the British during two world wars.

在二次大战期间为法国和英国贷款。

In other words  
换言之

J.P. Morgan

J.P. 摩根

Generating wealth for 150 years.

创造财富150年。

"There is no such thing as a commodity. All goods and services can be differentiated."

“没有东西象商品那样——所有的商品和服务都可以实施区隔。”

Theodore Levitt  
Editor  
Harvard business review  
《哈佛商业评论》编辑

# A simple success story

## 一个简单的成功故事

1. One kind of airplane.

一种飞机型号。

2. No lousy food. In fact, no food at all. What you save on Southwest, you can spend at a gourmet restaurant when you arrive. No loading of food keeps things simple.

没有差劲的食物。事实上，完全不提供食物。你在西南（航空公司）省下的钱可以在抵达后花在美食馆。不提供食品令事情简单。

3.No assigned seats. Just reusable boarding passes. That means no groping for seats, no boarding early, no overbooking. You walk on and the plane takes off. You arrive on time.

What Could be simpler?

没有指定座位。有的是可再用的登机证，意味着不用急着找座位，不用提早登机，没有预定过多。你走上飞机，然后飞机起飞，你准时抵达，还有更简单的吗？

4.No going through hubs. The planes fly direct to where you want to go, not where Southwest wants you to change planes.

Flying the shortest distance between two points saves fuel and time, so the airline charges less. It's that simple.

不用换乘。飞机直飞你想要去的地方，西南航空不会在任何地方周折。在两点间做最短距离的飞行，节省了燃料和时间，因此机票更便宜。就是那样简单。

# Conclusion

## 结论

The "one class" brought to the marketing mix a consistent sales proposition and strong coordinated power.

“单一舱级”的区隔概念，使西南航空公司的营销组合有了一致的焦点，并产生了强大的协同作用。

# The bottom line

## 本质

It's not about knowing your customer. It's about your customer knowing what makes you different.

不是了解客户，而是让客户了解你为何与众不同。

# Differentiation in commodities

## 商品的区隔

Commodity tactics:

商品战术：

1. Identify 标识.....Dole 都乐标签
2. Personify 拟人.....Green Giant 绿巨人豌豆
3. Differentiate 区隔.....Yellow Chicken 鸡肉
4. Create a new generic 创新品类  
Big cantaloupes 大个香瓜...Crenshaw melons 可丽香瓜
5. Change the name 改名  
Chinese gooseberry 中国醋栗.....Kiwifruit 奇异果
6. Reposition the category 重新定位品类  
Pork 猪肉.....The other white meat 另一类白肉

Differentiation and the mind

区隔和心智

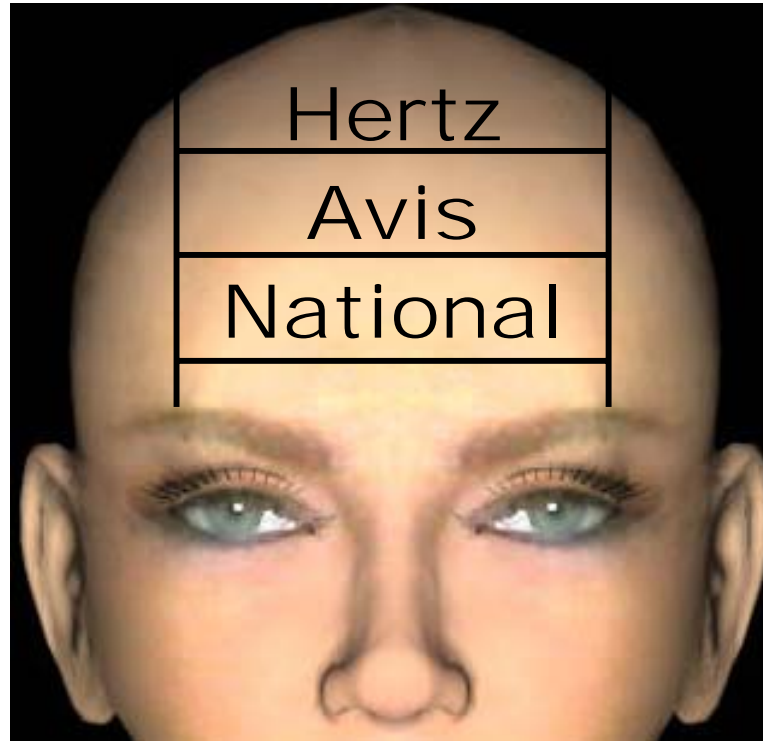
The mind is the battleground

心智是战场

Minds  
are limited  
**心智有限**

# The product ladder

## 产品阶梯



# The rule of seven

## 7的定律

Severn brands account for 90%

7个品牌占到90%

Crest 佳洁士.....	37%
Colgate 高露洁.....	27%
Aqua Fresh .....	12%
Close-up 皓清.....	5%
Aim 瞄准.....	5%
Ultra bright 超亮.....	2%
Sensodyne .....	2%

# Product ladder is geometric

## 产品阶梯层级排列

<b>First rung</b>	<b>第一阶</b>	<b>40%</b>
<b>Second rung</b>	<b>第二阶</b>	<b>20%</b>
<b>Third rung</b>	<b>第三阶</b>	<b>10%</b>
<b>Forth rung</b>	<b>第四阶</b>	<b>5%</b>

Minds  
hate confusion  
**心智厌恶混乱**

# The Laziness factor

## 惰性因素

Minds quickly label complex ideas as confusing.

心智容易将复杂的概念标为混乱。

Minds don't have the time or the desire to figure things out.

心智没有时间也不愿意去搞清事物。

# Manufacturers love complexity

## 生产商喜欢复杂

AT&T's EO Personal Communicator.

A cellular phone, fax, electronic mail, personal organizer and pen-based computer.

AT&T公司的EO个人通信器：集合手机、传真、电邮、个人助理和笔输入计算机。

Okidata's Doc-it:

A desktop printer, fax scanner, and copier.

OKidata 的DOC-it: 集合桌面打印机、传真、扫描仪和复印机。

Apple's Newton:

A fax, beeper, calendar-keeper, and pen-based computer.

苹果的Newton: 集合传真、传呼、年历和笔输入计算机。

# The power of oversimplification 极度简化的力量

The best way to enter minds that hate complexity and confusion is to oversimplify your message.

进入厌恶复杂与混乱的心智，最好的办法是让你的信息极度简化。

The most powerful concept  
最有力的概念



Own a word in the mind  
在心智中占有一个字眼



Minds  
are insecure  
**心智缺乏安全感**

# Why minds are insecure

## 为何心智缺乏安全感

**Monetary risk**                      **金钱风险**

**Functional risk**                      **功能风险**

**Physical risk**                        **生理风险**

**Social risk**                         **社会风险**

**Psychological risk**                **心理风险**

# Buying what others buy 跟风购买

Most people don't know what they want.

Most people buy what they think they should have.

大多数的人不知道他们需要什么。

大多数的人买他们认为该买的东西。

# Following the herd

## 随大流

"We determine what is correct by finding out what other people think is correct."

“我们找出别人认为对的东西，然后判定为什么是对的。”

"This principle of social proof applies especially to the way we decide what constitutes correct behavior. We view a behavior as correct in a given situation to the degree that we see other performing it."

“这条被社会所承认的原则，尤其适用于我们判定什么是正确的行为。我们判定某一种行为是否恰当，往往依赖别处所见。”

Robert Cialdini, Psychologist  
罗伯特·西亚克里尼 心理学家

# Corralling the insecure

## 应对不安全感

- |                           |      |
|---------------------------|------|
| <b>1. The bandwagon</b>   | 从众   |
| <b>2. The testimonial</b> | 寻求证明 |
| <b>3. The heritage</b>    | 相信传统 |

# The spirit of emulation

## 效仿精神

"We want to copy those whom we deem superior in taste or knowledge or experience."

“我们效仿我们认为在品味、知识或经验上优于我们的公司。”

Stanley Resor

斯丹力·罗塞

One-time head of J-Walter Thompson

智威汤逊公司前总裁

# Selling your heritage 销售你的传统

**Coca-Cola**      **The "real thing" heritage.**

可口可乐：“正品”的传统

**Steinway**      **"The instrument of the immortals".**

史坦威钢琴：“不朽的乐器”

**Cross Pens**      **"Flawless classics sine 1846."**

Cross 钢笔：“始于1846的完美经典”

**Carpenter**      **"A leader in specialty steels for 100 years".**

Carpenter 钢材：“领先特种钢材100余年”

Minds  
don't change  
心智不变

# Modifying an attitude

## 改变看法

"In order to change an attitude, it is presumable necessary to modify the information on which that attitude rests."

"It is generally necessary, therefore, to change a person's beliefs."

“为了改变一种看法，有可能必须修正那些认识所基于的前提。”

“因此，通常有必要改变一个人的信仰。”

Richard Petty & John Cacioppo

里查德·彼特，约翰·卡西波

Behaviorists

行为学家

# The futility of change 改变是无效的

"Faced with the choice between changing one's mind and proving that there is no need to do so, almost everyone gets busy on the proof."

“面临在改变心智和证明没有必要这样做之间做选择时，几乎所有人忙于去作出验证。”

John Kenneth Galbraith  
约翰·肯尼斯·盖尔布雷司

Minds  
can lose focus  
**心智会失去焦点**

# The line-extension trap

## 品牌延伸的陷阱

Line-extension damages your difference most  
品牌线延伸是对区隔的最大破坏

Line extension " facts of life."

品牌延伸“真相”：

1. Line extension is good strategy if specialist competition never does develop.

如果肯定不会有专业对手出现，品牌延伸是好战略。

2. Line extension is bad strategy if specialists strike back strongly.

如果会导致更专业化对手的强烈反击，品牌延伸是糟糕的战略。

# A matter of perspective

## 关于前景

Companies look at their brands from an economic point of view.

公司往往从经济学角度看待他们的品牌。

Long term, they should look at their brands from the mind's point of view.

就长远而言，他们应当从心智的角度看待自己的品牌。

# It's all about money 一切与钱有关

The cost of a successful U.S. brand launch is now \$30 million, vs. \$5 million for a line extension.

现在，美国一个品牌成功上市的费用要3000万美圆，而品牌延伸要500万美圆。

Under Wall Street pressure for quarterly earnings, senior managers don't invest enough to create genuinely new products.

在华尔街季度收入的压力下，高级经理没有足够的投入去开发真正的新品。

# It's all about risk 一切与风险有关

"Few brand managers are willing to invest the time or assume the career risk to shepherd new brands to market."

“很少有品牌经理，愿意投入时间或甘冒前程风险，去推出新的品牌。”

# It's all about perceptions 一切与领悟力有关

" Unchecked product-line expansion can weaken a brand's image, disturb trade relations, and disguise cost increases."

“未被遏止的产品线延伸，会削弱一个品牌的形象，扰乱交易关系，并掩盖成本的增加。”

"In real estate it's location, location, location."

"In business it's differentiate, differentiate, differentiate."

在房地产业，最重要的是地盘，地盘，还是地盘。

在商业上，最重要的则是区隔，区隔，还是区隔。

Robert Goizueta

罗伯特·顾祖塔

Coca-Cola CEO

可口可乐首席执行官

# The problems 问题

Many companies still don't understand the need for differentiation.

Many companies do understand, but don't know how to do it.

许多公司依旧不明白为什么需要区隔。

许多公司明白区隔的重要性，但不知道该怎么做。

# Bridgestone/Firestone Inc 普利斯特通/火石公司

## A history making crisis 历史造成的危机

Bridgestone/Firestone brands:

普利斯特通/火石的品牌:

1. Bridgestone 普利斯特通
2. Firestone 火石
3. Dayton/Road King
4. Seibeling
5. Triumph
6. Private labels

# Lesson

## 教训

Two-name company names are not as good as a one-name company name.

两个联合的公司名字，没有单一的公司名字好。

The new name  
新的名字

Bridgestone Corporation.

普林斯通公司

# Lesson

## 教训

Don't try to change the market's mind.

不要试图改变市场既有的看法。

# The obvious solution

## 明显的解决办法

Reduce the Rirestone brand to the status of a value brand.

放弃火石品牌。

Make Bridgestone your main brand.

使普林斯通成为主品牌。

# Lesson

## 教训

Don't put good money on a dying brand.

Put it on a new idea.

不要将钱投入一个即将消亡的品牌。

将钱投向一个新的概念。

# ①

Differentiation  
via "attribute"

区隔方法一：“产品特性”

# "Attribute" psychology “特性”心理学

Researchers say every person is mixture of characteristics.

研究表明每个人是各种性格的混合体。

Being know for one characteristic makes the person unique.

只有一种性格令人与众不同。

(Albert Einstein: Intelligence. Marilyn Monroe: sexy)

(艾伯特·爱因斯坦：智慧；玛丽莲·梦露：性感)

# Psychology(continued)

## 心理学（续）

Researchers say each product is a mixture of characteristics.

研究发现每个产品也是各种特征的混合体。

Being know for one characteristic makes the product unique.

只有一种特征广为人知，让产品与众不同。

(Volvo: Safety. Crest: Cavity prevention)

（沃尔沃：安全；佳洁士：防止蛀牙）

# The halo effect

## 光环效应

If you can own one attribute in the mind the prospect will give you many others.

如果你能在消费者心智中形成自己的特性，人们会给你附加上很多其它好处。

**Visa**

维萨卡

**Everywhere**

无处不在

**MasterCard**

万事达卡

**Main Street's**

主要街道

**Federal Express**

联邦快递

**Overnight**

隔夜送达

# Automotive attributes

## 汽车的特性

BMW.....driving  
Volvo.....Safety  
Mercedes.....engineering  
Toyota & Honda.....reliability  
Jaguar.....styling  
Ferrari.....speed

宝马 ..... 驾驶  
沃尔沃.....安全  
奔驰.....工艺设计  
丰田和本田.....可靠  
美洲豹.....个性  
法拉利.....速度

# The law of exclusivity

## 排斥定律

Two companies cannot own the same attribute in the prospect's mind.

两个公司在消费者心智中不能拥有同一特性。

# Use it or lose it 使用或失去它

Once you stop focusing on your attribute, you run the risk of becoming nothing.

一旦你不再聚焦你的特性，你将冒上成为什么都不是的风险。

AIM once had a 10% share  
瞄准牌曾有10%的份额

AIM lost its focus.

瞄准牙膏失去了它的焦点。

Today, AIM has a 0.8% share.

今天，瞄准牌只有0.8%的份额。

Differentiating in retail  
在零售业中区隔

Walmart:  
Everyday low prices  
**沃尔玛：天天低价**

# Stop&Shop's Needs

## Stop&Shop店的需要

1. Differentiate Stop&Shop from competitors.

使Stop&Shop区别于竞争对手。

2. Find a way to say "good deal" without screaming "low price".

找一个说出“好买卖”的方式，而不是叫嚷“低价”。

3. Reinforce your "Quality" attributes.

强化质量的特性。

# Meeting the Needs

## 满足要求

1. "Honest Values" differentiates you from your competitors.  
以“实在”区隔于竞争对手。
2. "hones Values" say "good deal" without saying "low price."  
“实在”说的是“好买卖”，而不是说“低价”。
3. "hones Values" reinforces your quality attributes.  
“实在”强化了质量特性。

Stop&Shop 店

Honest values

实在

The end and the beginning.

由始至终

Honest values are what we're all about.

实在就是我们的一切

# The results

## 结果

You were with us at a critical juncture in our turnaround situation-your input was invaluable. We have now reached a level of responsibility and profitability for which you deserve a degree of credit.

在我们形势好转的关键时刻，是你与我们共度——你的支持无价。我们现在获得提升和利润，你应得一份功劳。

Robert G. Tobin  
罗伯特 G 托宾  
Chief Operating Officer  
首席运营执行官

What "Stop&Shop" is worth  
Stop&Shop 的价值

2.9 Billion

2.9亿美圆

Differentiating a bank  
with a long heritage  
**区隔一家历史悠久的银行**

# The problem 问题

I can't recall the last time I saw a stagecoach on my street.

我想不起上次在街上看到公共马车是什么时候。

It would be helpful if you could translate that heritage into today's world.

如果你能把那个传统转化到今日世界体现出来，将会有帮助。

Your updated position:  
"Fast then, Fast now"  
**更新的定位：“过去快，现在也快”**

# The need 需要

You have to portray your modern technology as today's stagecoaches.

你必须得把你现代的技术描绘成今天的公共马车。

You have to bring this strategy to life with example of fast, responsive service offerings.

你必须得用提供快速响应服务的例子让这个战略成形。

# ②

Differentiation  
via "how it's made"  
区隔方法二：“制作方法”

# "How it's made" psychology “制作方法”心理学

Consumers want to believe that products can contain a magic ingredient which will improve performance.

消费者愿意相信，产品具有某种神奇的因素使之表现优越。

Understanding how the ingredient works is not essential.

是否弄清该因素如何生效不是关键。

**Silicon Graphics:**

硅谷图片公司:

**Crest:**

佳洁士:

**Sony:**

索尼:

**Geometry Engine**

几何引擎

**Fluoristan**

含氟

**Trinitron**

特丽珑显象管

Differentiating  
a pizza chain  
区隔一家比萨连锁店

# John's secret weapon

## 约翰的秘密武器

Not made from concentrate.

非浓缩原料精制

"Better" position  
“更好” 的定位

Better ingredients. Better pizza.

更好原料，更好比萨



Beating up Pizza Hut.

痛击必胜客

# "Better" results “更好” 的结果

1. Sales growing at twice the industry average.

销量以两倍于行业平均速度的增长。

2. Profits up 66% last year.

去年的利润上升66%。

3. Stock price quadrupled from initial public offering.

股票价格是上市时的四倍。

Differentiating  
a ketchup  
区隔—调味番茄酱

# The differentiation idea

## 区隔概念

Most recipes that use whole tomatoes call for removing the skin.

大多数产品以整个番茄为原料而没有去皮。

Pampero could exploit this "without-the-skin" perception of quality and taste.

Pampero 可以利用“去皮”的质量和口味理念。

# ③

Differentiation  
via being "first"

**区隔方法三：成为“第一”**

# "First" psychology “第一”心理学

People tend to stick with what they've got.  
The status quo has a magnetic attraction.

人们倾向于坚持自己已有的东西。这种状况有神气的吸引力。

Psychologists refer to this as "keeping on keeping on."

心理学家将之称为“保持所保持的。”

**Grey Poupon: The first gourmet mustard**

**Grey Poupon: 第一种美味芥子酱**

**NyQuil: The first nighttime cold remedy**

**夜宁: 第一种夜用感冒配方**

**Edge: The first shaving gel**

**Edge: 第一种刮胡泡液**

IBM was first Computer

IBM 是电脑业世界第一

DEC invented a new category: Minicomputer.

DEC 发明了新品类：小型电脑

Cray invented a new category: Supercomputer.

Cray 发明了新品类：超级电脑

Convex invented a new category: Mini supercomputer.

Convex 发明了新品类：小型超级电脑

Tandem invented a new category: Fault-tolerant Computer.

Tandem 发明了新品类：容错电脑

Stratus invented a new category: Fault-tolerant minicomputer.

Stratus 发明了新品类：小型容错电脑

Sun invented a new category: The work station.

Stratus 发明了新品类：工作站

# ④

Differentiation  
via "the latest"

**区隔方法四：做到“最新”**

# The "latest" psychology “新一代”心理学

When it comes to products, our society has trained us to look for the newest and the latest.

对待产品，我们的社会教会我们寻找最新和新一代的东西。

People are not comfortable buying what could be perceived as an obsolete product.

人们在购买被认为过时的产品时，感觉会不舒服。

Advil

Advanced medicine for pain

Advil: 先进的镇痛药

# DEC's only hope DEC 的唯一希望

To survive, DEC had to establish the 64-bit Alpha workstation as "what's next".

为了生存，DEC必须把64比特的 workstation 确立为“新一代”。

They had to aggressively pursue a "back to the future" strategy. The market had to be pushed in this direction.

他们必须致力于“回到未来”的战略，必须推动市场朝这一方向发展。

# The 64-bit Question

## 64 比特疑问

Does anyone really need a 64-bit workstation.

真的有人需要一台64比特的 workstation 吗？

# What Dataquest said in 1979

## Dataquest 在1979年的说辞

"Digital's architectural change is highly questionable. Software developers and end-user customers currently have no need for the technological advances that digital's new chip-set offers, nor will they in the foreseeable future."

“DEC公司的架构变化很值得怀疑。软件开发者和终端用户现在不需要DEC公司新芯片提供的先进技术，在可预测的将来也不需要。”

**They laughed again  
When DEC introduced  
The 64-bit  
Alpha workstation**

**他们又笑了  
当DEC推出  
64比特  
阿尔法工作站的时候**

**Will history repeat itself  
历史会重演吗？**

# Fact of life

## 真相

Your prospects will prefer 64-bit workstation to 32-bit workstation not because they know anything about 64-bit workstation, but because they are the next generation.

你的预期客户会喜欢64比特工作站胜过32比特工作站，原因不是他们对64比特工作站有所了解，而是因为这是新一代的产品

# Your claim to fame 既有的名声

DEC pioneered the 32-bit VMS operation system and the VAX architecture to become the world's second largest computer company.

DEC 第一个开发了32比特速度测量系统（ VMS）和VAX架构，成为世界第二大的电脑公司。

# Recommendation

## 建议

Connect the 64-bit workstation to the 32-bit minicomputer.

将64比特的 workstation 和32比特的微型计算机联系起来。

# Positioning theme 定位主题

**DEC does it again.**

**DEC又做到了**

Tow years ago, Digital Equipment Corp. introduced the 64-bit Alpha RISC architecture.

两年前，DEC公司推出了64比特阿尔法RISC架构。

The industry yawned.

行业对此没有兴趣。

While acknowledging its speed and power, many of the computer industry insiders dismissed the 64-bit Alpha chip by saying, "who needs it?."

许多业内人士承认它的速度和能力的同时，排除了64比特的阿尔法芯片，并说“有谁需要它？”

You need it.

你需要它。

# ⑤

Differentiation  
via "leadership"

**区隔方法五：“市场领导者”**

# "Leadership" psychology “领先”心理学

Humans tend to equate "bigness" with success and social status.

人们倾向于把“大”等同于成功和社会地位。

Leadership is the most direct way to establish the credentials of your brand. And credentials are the collateral you put up to guarantee your performance.

领导者是建立品牌信任的最直接方法。信任是你提出保证产品表现的间接含义。

# The problem 问 题

In this global economy, if you don't have a positioning idea to differentiate your company, you had better have a great price.

在全球经济中，如果你没有定位概念区隔你的公司，你最好有个极具竞争力的价格。

# A coherent direction 一个整合的方向

1. Focus on leadership in technology.

聚焦于技术领先。

2. Bring that idea to life across all marketing materials and activities.

让定位概念体现在所有的营销活动之中。

# Marketing's role

## 营销的任务

To turn a differentiating idea into a full-scale program. The idea is a nail. The program is the hammer that drives it into the mind.

将区隔的概念转化为全面规划。点子是钉，规划是把钉子敲入心智的锤。

# ⑥

Differentiation  
via "heritage"

**区隔方法六：“市场传统”**

# "Heritage" psychology “传统”心理学

Behaviorists say that without a line from the past, it is difficult at believe in a line to the future.

行为学家说，没有过去的线索，要相信将来是困难的。

When merged companies have their heritage swallowed up, their customers feel abandoned.

当合并的公司吞没了他们的传统，他们的客户感觉是被抛弃。

The differentiating idea: tradition

区格概念：正统

**Coca Cola “The real thing”.**

可口可乐 “正宗货”

**A "family" heritage strategy**

“家族”传统战略

# Countries have positions

## 国家有定位

United states	美国	Computers & Airplanes	电脑和飞机
United kingdom	英国	Royalty & Racing cars	皇室和赛车
Spain	西班牙	Resort country of Europe	欧洲的旅游胜地
Japan	日本	Automobiles & Electronics	汽车和电子
Italy	意大利	Design & Clothing	设计和服装
Russia	俄国	Vodka & Caviar	伏特加和鱼子酱
Germany	德国	Engineering & Beer	工程设备和啤酒
France	法国	Wine & Perfume	葡萄酒和香水
Switzerland	瑞士	Banking & Watches	银行和钟表

Differentiating  
a technology company  
区隔一个科技公司

# The Compuata situation

## Compuata 公司现状

1. There was branding confusion between its corporate name (Compuata) and its product name (Multiscan).  
公司名称（Compuata）和产品名称 (Multiscan)之间有品牌混淆。
2. There was the "made in Argentina" problem of technology perceptions.  
存在“阿根廷制造”的技术印象。
3. There was the the issue of category."high speed" bar code reading vs. "laser" bar code reading.  
存在产品类别问题，既是“高速”条形码读取，又是“激光”条形码读取。

The recommended strategy  
**推荐战略**

**MULTISCAN**

**World leader in laser Bar code document reading.**

**(Headquarters: USA)**

MULTISCAN, 激光条形码文件读取的世界领先者

(总部: 美国)

# The results

## 结果

Sales have increased dramatically(10X).

销量快速增加（10倍）。

Exports have now increased to 60 percent.

至今，出口增加60%。

They now sell in 55 countries.

至今，销往55个国家。

# ⑦

Differentiation  
via "preference"

区隔方法七：“广受欢迎”

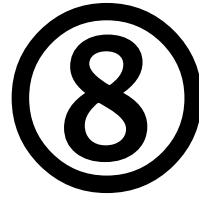
# "Preference" psychology “广受欢迎”心理学

We determine what is correct by finding out what other people think is correct.

我们通过了了解别人认为对的东西来决定事物的正确。

Usually, when a lot of people are doing something, it is the right to do. Psychologists call this "the principle of social proof."

通常，当很多人在做某件事情时这件事就是对的。心理学家称之为“社会公认原理”。



Differentiation  
via "breadth-of-line"  
**区隔方法八：“全线产品”**

# A straw in the wind

## 新趋向

Home Depot is now testing Villager's Hardware, a scaled-down version of its jumbo stores.

家庭仓库（Home Depot）正在试行一种大商场的简缩版——“村民五金店”。

At one-third the size of its typical stores, this "Home Depot Jr." is designed for consumers doing basic home improvement projects.

“家庭仓库Jr”，只有典型商店的三分之一大，它专为消费者的基本家居维护项目设计。

# 9

Differentiation  
via "specialty"

区隔方法九：“市场专长”

# "Specialty" psychology “市场专长”心理学

People are impressed with those who concentrate on a specific activity or product.

人们对专注于特定业务和产品的公司印象深刻。

They perceive them as "experts" and tend to give them more knowledge and expertise than they sometimes deserve.

他们将这些公司理解成“专家”，认为他们有超出一般的知识和专业技术。

Conversely, common sense tells the prospect that a single person or company cannot be expert in everything.

反过来，常识告诉人们，一个人或一个公司不可能成为各方面的专家。

# The big name vs. narrow names

## 通用名字 VS 专用名字

GE	vs	Cuisinart	厨艺牌
		Frigidaire	电冰箱牌
		Kitchenaid	厨房帮手牌
		Maytag	美泰克牌
		Sunbeam	日光牌
		Waring	皇庭牌

# The specialists are winning

## 专家获胜

Cuisinart leads in food processors.

Frigidaire leads in refrigerators.

Kitchenaid leads in dishwashers.

Maytag leads in washing machines.

Sunbeam leading in irons.

Waring leads in blenders.

厨艺牌	领先食品加工业
电冰箱牌	领先冰箱行业
厨房帮手牌	领先洗碗机行业
美泰克牌	领先洗衣机行业
日光牌	领先电熨斗行业
皇庭牌	领先搅拌机行业

# The specialist's weapons

## 专家们的武器

1. The specialist can focus on one product, one benefit, one message.

专家能专注于一种产品，一种利益，一个信息。

2. The specialist can become the "expert" or the "best" in a category.

专家能在一个品类里成为“行家”或“最好”。

3. The specialist can become the "generic" for the category.

专家能成为这一品类的通称。

**Generalists are weak**

**通才是软弱的**

# 10

Differentiation  
via "sales progress"  
区隔方法十：“销售情况”

# "Sales Progress" psychology “销售情况”心理学

When you're hot you're hot. And make sure the market knows you're hot.

一旦热销，你将热上加热，你要把“我很热销”喊遍整个市场。

But beware, this is a short-term way to differentiate as no one is hot forever. You'll need a follow-up idea.

但要记住，这只是一种短期的区隔方法，没有产品能够红透一辈子，你需要一个跟进的概念。

# Marketing warfare

## 营销战

# Military Warfare

## 军事战斗

**Your Army**

我军

**Enemy Army**

敌军

---

**Territory**

领地

# Marketing warfare

## 营销战

**Your company**

你的公司

**Competitor company**

竞争对手的公司

---

消费者

**Customer**

Defensive  
warfare  
防御战

Offensive  
warfare  
进攻战

Flanking  
warfare  
侧翼战

Guerrilla  
warfare  
游击战

# Principles of defensive warfare

## 防御战原则

NO.1: Only the market leader should play defense.

第一条：只有市场领导者才应该采取防御战。

NO.2: The best defensive strategy is the courage to attack yourself.

第二条：最好的防御战略是进攻自我的勇气。

NO.3: Strong competitive moves should always be blocked.

第三条：要时刻准备阻止竞争者的强大营销攻势。

# Gillette: the leading razor blade 吉列：剃须刀的领导品牌

The two-bladed razor.

双层刀片剃须刀

Adjustable two-bladed razor

可调节双层刀片剃须刀

The shock absorbent razor

减震剃须刀

The 3-bladed razor

三层刀片剃须刀

BIC: The disposable razor  
BIC 公司，推出一次性剃须刀

Gillette blocks the disposable  
吉列，狙击一次性剃须刀

**" Power used at the right moment  
against the right adversary bring more  
power."**

**“不失时机地给对手有力的打击，能增强  
自己的力量。”**

**On War**

**《战争论》**

# Principles of offensive warfare

## 进攻战原则

NO.1: The main consideration is the strength of the leaders position.

第一条：考虑的重点应该是领先者在市场中的强势。

NO.2: Find a weakness in the leader's strength and attack at the point.

第二条：要找到领先者强势中的弱点，并攻击此弱点。

NO.3: Launch the attack on as narrow a front as possible.

第三条：在尽可能狭窄的阵地上发动进攻。

The mountain water war  
in Argentina  
阿根廷山泉水之战

Villavicencio is the mountain leader.

Villavicencio: 山泉水的领导者

and

Eco is the mountain climber.

ECO: 山泉水的跟进者

# What did ECO do ECO 如何做?

Found out their weakness.

找出对手的弱点



Exploited the weakness.

利用弱点



Then revised label.

修订成分标签

# Support for this concept 对这个观点的支持

The American heart Association recommends ingestion of water with sodium concentration of less than 20 mg per liter.

美国心脏协会建议饮用每升水含钠量不超过20毫克的水。

The recommendation for reduced sodium intake is usually 1,000 to 3,000 mg per day.

建议每天摄入的钠减少到1000毫克到3000毫克之间。

# A revised label story

## 修改后的标签故事

At more than 5000 meters, in one of the purest place on earth, ECO de los Andes is born. Nature's purest water comes from the mountains. Originating in the snow, it filters its way naturally through the rock.

But nature can sometimes add too much sodium. That's why ECO is bottled at a point where the sodium is the lowest.

在超过5000米高度的地球上最纯洁的地方，ECO de los Andes 诞生了。大自然最纯净的水来自山里。它源自白雪，渗透岩石时自然过滤。

但是，大自然有时可能添加过多的钠。那就是ECO在钠含量最低的地方装瓶的原因。

**" If absolute superiority is not attainable, you must produce a relative one at the decisive point by using what you have."**

**“如果无法获得绝对的优势，你必须灵活运用你现在的力量，在决定性的地点创造相对优势。”**

**Carl von Clausewitz**

**卡尔·冯·克劳塞维茨**

# Principles of flanking warfare

## 侧翼战原则

NO.1: A flanking move is one made into an uncontested area.

第一条：一次好的侧翼进攻行动应该在无人竞争的地区展开。

NO.2: Tactical surprise ought to be an important element of the plan.

第二条：战术奇袭应该成为计划里的一个重要组成部分。

NO.3: The pursuit is just as critical as the attack itself.

第三条：追击同进攻本身一样重要。

# Ways to flank

## 侧翼战的种类

A distribution flank

分销侧翼战

A low-price flank

低价侧翼战

Flank with high price

以高价发动侧翼战

Leggs: A distribution flank  
腿蛋牌裤袜: 分销侧翼战  
(在超市卖鸡蛋的地方购买)

Volkswagon: The small-size flank  
大众: 小型车侧翼战

# A successful case in China

## 中国成功的案例



Furongwang cigarette  
芙蓉王高档卷烟

Furongwang attacked Baisha  
芙蓉王沉痛打击白沙烟



**"Keep forces concentrated in an overpowering mass. The fundamental idea. Always to be aimed at before all and as far as possible."**

**“集中优势兵力！无论在任何地方，都应该首先和尽量争取。”**

**Carl von Clausewitz**

**卡尔·冯·克劳塞维茨**

# VW should have concentrate 大众应该集中力量（于甲壳虫车型）

VW ever attacked Volvo, Fiat, Jeep and Dodge with its beetle.  
大众以甲壳虫攻击沃尔沃、菲亚特、Jeep和道奇。

VW lost its focus.  
大众失去焦点  
↓  
Volkswagen's downhill drive  
大众走下坡路

VW came back to its Beetle  
大众回到甲壳虫车型  
↓  
VW's uphill drive.  
大众销量上升

**" A penetrating eye is a more necessary and useful quality for a general than craftiness."**

**“对于一个将军而言，洞察力比手段更加必须和有用。”**

**Carl von Clausevitz**

**卡尔·冯·克劳塞维茨**

# Principles of guerrilla warfare

## 游击战原则

NO.1: Find a segment of the market small enough to defend.

第一条：找一块细分市场，要小得足以守得住。

NO.2: No matter how successful you become never act like the leader.

第二条：不管你多么成功，也不要使自己的行为像一个领先者。

NO.3: Stay flexible. Be prepared to bug-out at a moment's notice.

第三条：保持灵动性。一旦有失败迹象，随时准备撤退。

# Case Study: A Caribbean Island

## 案例分析：加勒比海的一个小岛

### The statistics

### 统计数据

Area:	344 sq.km	面 积:	344 sq.km
Terrain:	Volcanic island with central mountainous rain forest.	地 形:	火山岛，中央高山雨林
Population:	94,000	人 口:	94,000
Unemployment:	25-30%	失 业 率:	25-30%
Economy:	Mostly agricultural with tourism becoming more important.	经 济:	大部分是农业经济，旅游业正在变得更加重要

The current slogan: ISLE OF SPICE  
当前的口号：盛产香料的小岛

**A problem**  
问题

No one is going to travel a great distance to see cocoa, nutmeg and mace grown and processed.

没人愿意长途跋涉去看可可豆、肉豆蔻和肉豆蔻干皮的生长和加工。

# The questions 疑 问

**How does Grenada avoid the "just another is-land in the Caribbean" problem.**

**格林纳达如何避免“加勒比海的某个岛屿”问题？**

# Features of the island

## 小岛的特点

Unspoiled countryside

未破坏的乡村

Unspoiled beaches

未破坏的海滩

Unspoiled natural parks

未破坏的自然公园

No Tall buildings

没有高层建筑

# Proposed strategy 提出的战略

**The Caribbean The way it used to be.**

保持了加勒比海的原貌

No building is higher than a plam tree.

没有一幢建筑比棕榈树高。

Beaches untouched by developers.

海滩未受开发商触碰。

Waterfalls by nature not man.

天然瀑布，非人造。

# The power of PR in positioning 定位中公关的力量

"Hanging like a pregnant tear drop at the southern tip of the Caribbean chain, Grenada remains relatively untouched and wholly unspoiled by the evolution that has forever changed its sisters to the north."

“象一个饱满的泪滴挂在加勒比海的南端，格林纳达相对来说还是一个无人触碰和完全没有破坏的小岛，而它北面的临近岛屿则让开发永远改变了。”

# The power of PR in(continued)

## 公关的力量（续）

"This is the Caribbean of the 1950s, perhaps the last big island where life goes on largely as it did before jet airliners and baby boomers with credit cards began fluttering in."

“这是50年代的加勒比海，可能是最后一个大海岛——这里的生命，以原有的方式延续，没有喷气式飞机和信用卡，远离婴儿潮时代带来的今日喧嚣。”

**"Everything is very simple in war, but the simplest thing is difficult."**

**“战争中每件事情都很简单，但是做到最简单却并非容易。”**

**Carl von Clausewitz**

**卡尔·冯·克劳塞维茨**

Differentiation  
and growth  
区隔和成长

**"We don't have a desperate need to grow.  
We have a desperate desire to grow."**

**“我们并没有迫切增长的需要，我们只有迫切增长的欲望。”**

**Milton Friedman**

**经济学家 弥尔顿·弗里德曼**

Case study  
案例分析

**The positioning evolution of  
Silicon Graphics**

硅谷图片公司定位的发展

1. In the beginning

3D computing

一开始

三维运算

2. A bigger idea

Visual computer

更大的点子

图形运算

3. A broader idea

High performance computing

更宽的点子

高效运算

# Their unique credentials

## 他们独有的支持点

1. Cray supercomputers  
超级计算机
2. "Wideband" servers  
“宽带”服务器
3. Visual computing workstation  
图形运算工作站
4. RISC/UNIX operation system  
RISC/UNIX 操作系统

# Wall Street's verdict 华尔街的定论

**The "high-performance computing" niche does not have the potential to grow at 20 percent a year.**

**“高效运算”利基市场，不具有每年20%的增长潜力。**

# The line extension philosophy

## 产品线延伸的哲学

" Leveraging and extending proven, High-quality, repeat-purchase brand names is always preferred over launching a new name."

“撬动和延伸经过验证的高质量 and 重复购买的品牌名称，总是比提出新品牌更让人喜欢。”

David W. Johnson, CEO  
Campbell Soup Company  
戴维·W·强生，首席执行官  
康培 汤公司

Key philosophy  
主要哲学

**Move**  
**With the marketplace**  
跟着市场走

# Michelob's position

## 米克劳啤酒定位的变化

10% percent of the market  
平时占10%的市场份额



First class is Michelob.  
米克劳啤酒是第一等的。

29 percent of the market  
周末占29%的市场份额



Weekends belong to Michelob.  
周末属于米克劳。

50% percent of the market  
夜晚占50%的市场份额



The night belongs to Michelob.  
夜晚属于米克劳。

100 percent of the market  
100的市场份额



Night and day Michelob is the one.  
夜晚和白天都属于米克劳。

# Beer market share

## 啤酒市场份额

Budweiser 百威.....	19%
Bud Light 百威淡啤.....	13%
Miller Light 米勒淡啤.....	8%
Coors Light 考斯淡啤.....	8%
Busch 布时.....	5%
Natural Light 天然淡啤.....	4%
Miller genuine Draft 米勒原味生啤酒.....	3%
All others 其它品牌.....	40%

Differentiation  
and change  
区隔和改变

# Warning

## 警告

The world can change.

You have to be ready to adjust your plans to the new reality.

世界会改变。

你必须准备调整你的规划去适应新的现实。

Mistake  
错误

**Trying to predict the future**

试图预测未来

# A Xerox evolution

## 施乐的发展

Move from "Xerography" to "Lasography" as a way to pre-empt the surge in laser printing.

从“静电复印”转为“激光复印”，以此抢占激光打印的潮流。

Hewlett-Packard

惠 普

Laser printer

激光打印机

A better direction  
一个更好的方向

**Evolving your difference**

发展你的区隔

Louts Development Corp  
莲花开发公司

**Lotus**

**1-2-3**

**莲花1-2-3**

What is Lotus in the mind  
莲花在心智中是什么？

**Spreadsheet**

电子试算表

A breakthrough product  
一个突破性产品

**Notes:**

**The first successful groupware program**

**Notes: 第一个成功的群组软件**

The new position  
**新的定位**

**Lotus Development Corp**  
莲花开发公司

**First the spreadsheet**  
第一个电子数据表

**Now groupware**  
现在是群组软件

The new Lotus focus  
莲花新的重心

**Groupware**  
群组软件

**Lotus Development Corp**  
莲花开发公司

**Groupware**  
群组软件

What "Groupware" is worth  
群组软件价值多少？

**3.5 Billion!**

**35亿美元！**

Differentiation  
is common sense

**区隔是常识**

# Common sense question 常识问题

**How would a Cadillac that  
looked like a Chevrolet sell?**

**看起来象雪佛兰的凯迪拉克  
如何能卖得掉？**

Cadillac introduced a  
new small Cadillac.  
凯迪拉克推出一种新的  
小凯迪拉克。



Cadillac's downhill drive.  
凯迪拉克走了下坡路。

Differentiation requires  
sacrifice

**区隔需要舍弃**

Sacrifice No.1  
Customer benefit  
**舍弃一：业务范围**

**Emery Air Freight.**

**Emery 公司航空运费**

Small  
packages  
小包裹

Overnight  
隔夜送达

Large  
packages  
大包裹

Two day delayed  
两天后送达

**Federal Express.**

**联邦快递公司**

Small packages  
overnight  
小包裹隔夜送达

# The power of sacrifice 舍弃的力量

**Federal Express:**

**Absolutely, positively overnight!**

**联邦快递：绝对，肯定，隔夜送达！**

# Volvo: Safely 沃尔沃：安全

## Reinforcing safely 强化安全

Anti-lock brakes.

防抱死刹车

Air bags.

安全气囊

Side door air bags.

侧门安全气囊

Running lights.

连续的灯光

Sacrifice No.2

Product line

**舍弃二：产品线**

Marlboro  
万宝路

Medium  
中度万宝路

Marlboro Menthol  
薄荷万宝路

Marlboro Ultra Lights  
万宝路超淡

# The problem 问题

**Real cowboys**

**don't smoke menthols and ultra-lights.**

**真正的牛仔不抽薄荷和超淡万宝路。**

# The power of sacrifice 舍弃的力量

**Duracell lasts twice as long.**

金霸王电池的使用时间，是其他电池的两倍。

# Battery market share

## 电池市场份额

Duracell 金霸王.....	44%
Energizer 劲量.....	33%
Rayovac.....	11%
All others 其它品牌.....	12%

Sacrifice No.3  
Constant change  
**舍弃三：喜欢变化**

Key philosophy  
重要哲理

**Move with the marketplace.**

**跟着市场走。**

# Bad news at AT&T

## AT&T的坏消息

"Once dominant AT&T name may fade away."

曾一度占统治地位的品牌AT&T可能会消亡。

U.S.A. Today

今日美国

"With AT&T on the brink, pressures rise to the top."

AT&T 身处危险边缘，压力升至最高。

The New York Times

纽约时报

"AT&T can't buy its way out of this mess."

AT&T 无法花钱使它走出困境。

Business Week Magazine

商业周刊杂志

**"Overall quality"**  
**“整体质量”**

AT&T.....	47%
Sprint.....	39%
MCI.....	38%

**"Call quality"**  
**“通话质量”**

AT&T.....	66%
Sprint.....	65%
MCI.....	60%

**"Worth what you paid for"**  
**“性价比”**

AT&T.....	37%
Sprint.....	36%
MCI.....	32%

**"Customer assistance"**  
**“客户支持”**

AT&T.....	49%
Sprint.....	41%
MCI.....	35%

**"Billing quality"**

“出账质量”

AT&T.....	51%
Sprint.....	46%
MCI.....	38%

**"Ease of doing business"**

“业务展开容易程度”

AT&T.....	60%
Sprint.....	55%
MCI.....	45%

**"Reliability"**

“可信赖度”

AT&T.....	61%
Sprint.....	58%
MCI.....	46%

**"Long distance market share"**

“长途电话市场份额”

AT&T.....	68%
Sprint.....	16%
MCI.....	9%

# The key issue

## 主要问题

**It's not a reliability problem.**

这不是一个可靠性的问题。

**It's a competitive problem.**

这是个竞争的问题。

# Backhoe cable out 挖掘机切断电缆

**"The city of Rialto, California, cut a major MCI fiber-optic cable, blocking an estimated 200,000 MCI calls for five hours."**

**“在加利福尼亚Rialto城，MCI的一条主要光纤电缆被切断，在5小时内估计阻断了200,000次呼叫。”**

**Information Week, June 8, 1992**

**信息周刊，1992年6月8日**

# A necessary ingredient    必要成分

## The big announcement    重要声明

1. When you make a long distance call.....  
当你打一个长途电话时.....
2. You expect to get through instantly.  
你希望能马上接通。
3. "Hello."  
“喂”。
4. Which takes a lot of work on AT&T's part.  
为此AT&T做了许多工作。
5. Every day we have people flying.....  
每天有工作人员飞行巡逻.....
6. Driving and.....  
驾车检查.....
7. Walking over every mile of our cable routes.  
步行检查我们每一英里的电缆线路。
8. No matter how hard we try.....  
但是无论我们如何努力.....
9. We can't be everywhere.  
我们不可能无处不在。
10. When a cable break occurs.....  
当电缆被切断时.....

11. Our video wall instantly show where.  
我们的电视墙立即就可以显示事故发生的地点。
12. But we don't do a thing.  
但是我们不去管它。
13. AT&T's new Self-Restoring Network takes over.  
我们新的“自保护网络”会自行修复。
14. In a matter of minutes.....  
要不了几分钟.....
15. It resources all calls around the break.  
自我恢复系统会将切断的电话变更路线传输。
16. In the past five years.....  
在过去5年中.....
17. AT&T has invested \$13 billion dollars.....  
AT&T已投资了130亿美元.....
18. To make sure your call goes through.....  
保证您的电话保持接通.....
19. Clearly and instantly.  
清晰且迅速。

# Lesson

## 教训

**Reality is critical in a competitive world.**

在竞争世界中事实是至关重要的。

**Focus is critical in a competitive world.**

在竞争世界中聚焦是至关重要的。

**Differentiation is critical in a competitive world.**

在竞争世界中区隔是至关重要的。

# Bad news at Proctor & Gamble

## 宝洁公司的坏消息

"Three years ago the Colgate brand captured the toothpaste crown from Crest."

“三年前，高露洁品牌从佳洁士手中抢下了牙膏行业的桂冠。”

"Leadership continuity has been a key factor in Colgate's success. P&G has burned through CEOs."

“高露洁成功的一个重要因素，就是领导的连贯性。但宝洁公司却受累于CEO的频繁更换。”

Business Week

商业周刊

The Crest position today  
今天佳洁士在人们头脑中的定位

**Cavity prevention**

防止蛀牙

# A potential problem 一个潜在的问题

**As cavities disappear, niche brands will become more successful. As a result, Crest's market share will probably decline.**

当蛀牙问题消失时，利基品牌将会变得更加成功。结果是，佳洁士的市场份额有可能会下降。

# What went wrong 是什么出了错？

1. No drama  
欠缺艺术性
2. No technology  
欠缺新科技（含量）
3. Competitive response  
竞争对手的反击

# The Crest position

## 佳洁士的定位

### Tooth trends

#### 牙齿的变化趋势

1. Cavities are declining.  
蛀牙正在减少。
2. People are living longer and keeping their teeth longer.  
人们活得更长，牙齿保持得更长久。
3. Tartar control and gum disease are becoming more important.  
牙垢防治和牙龈疾病变得更加重要。

# A natural progression 一种自然的进步

**Cavity prevention**

防止蛀牙

**Tartar control**

控制牙垢

**Gingivitis protection**

保护牙龈

The long-term position  
长期定位

**Crest**

**Pioneer in tooth care**

佳洁士，牙齿护理先锋

# Colgate got there first 高露洁抢在佳洁士之前

## Toothpaste market share 牙齿市场占有率

Colgate 高露洁.....	28%
Crest 佳洁士.....	25%
Aquafresh.....	11%
Mentadent.....	10%
Arm&Hammer.....	6%
Sensodyne.....	3%

Big brand, big trouble

**大品牌，大麻烦**

**Learn from the top 500's failure**

**学习500强的失败教训**

# Xerox is a document company 施乐公司是文件处理公司

Xerox introduced its computer.

Its advertisement said: "This Xerox machine can't make a copy. It computes." "Funny. You don't look like a Xerox machine."

施乐推出了计算机。它的广告说道，“这台施乐机器不能复印，它会运算。”“真有趣，它看上去不像是台施乐复印机。”

The new business ended with a complete failure.

"\$275 Million charge taken and 2000 jobs will be eliminated." by New York Time on February 1, 1989.

施乐的计算机新业务以彻底失败收场。“纽约时报”在1989年的2月1日的报道说“付出2.75亿美圆，削减2000个职位。”

# AT&T introduced personal computer, and also ended in big losses AT&T推出了个人电脑，失败告终

"AT&T Begins Slicing Computer Unit, Plans \$1.2 Billion Third-Quarter Charge." by The Wall Street Journal on Sept. 15, 1995.

1995年9月15日的华尔街日报报道：“AT&T公司着手放弃电脑业务，计划在第三季度为此付出12亿美圆。”

# Coca Cola's New Cola

## 可口可乐的新可乐

**Now, Coca Cola focus on "the real thing".**

现在，可口可乐聚焦于“正宗”。

# Porsche

## 保时捷

Porsche 911 车型	Rear-engine, air-cooled, 6-cylinder car. 后置发动机，风冷，6缸汽车
Porsche 928 车型	Mid-engine, water-cooled, 8-cylinder car. 中置发动机，水冷，8缸汽车
Porsche 968 车型	Front-engine, water-cooled, 4-cylinder car. 前置发动机，水冷，4缸汽车

What's a Porsche?

A front/rear, air/water, 4/6/8cylinder, cheap/expensive car.

保时捷是什么？

一辆前置发动机/后置发动机，风冷/水冷  
4缸/6缸/8缸，廉价/昂贵的汽车。

# Porsche's downhill drive

## 保时捷一路滑坡

1986.....	30471
1989.....	9476
1990.....	9139
1991.....	4399
1992.....	4115
1993.....	3728

# The Porsche comeback 保时捷归来

**Today, sales are rebounding thanks to an updated, less expensive version of the 911.**

**今天，销量正在回升，这归功于改进过的较为不昂贵的911型号。**

# Lesson

## 教训

**Sometimes you've got to evolve your position.**

有时你必须发展你的定位。

**Never lose your corporate memory.**

永远不要忘记你公司的历史。



这本讲述“定位”概念”的书早已成为管理战略的“圣经”，并成为有史以来最富影响力的营销学与广告学著作，在美国乃至全世界都深入人心。



在推出“有史以来对美国营销影响最大”的《定位》15年之后，作者特劳特又出版了刷新之作《新定位》。



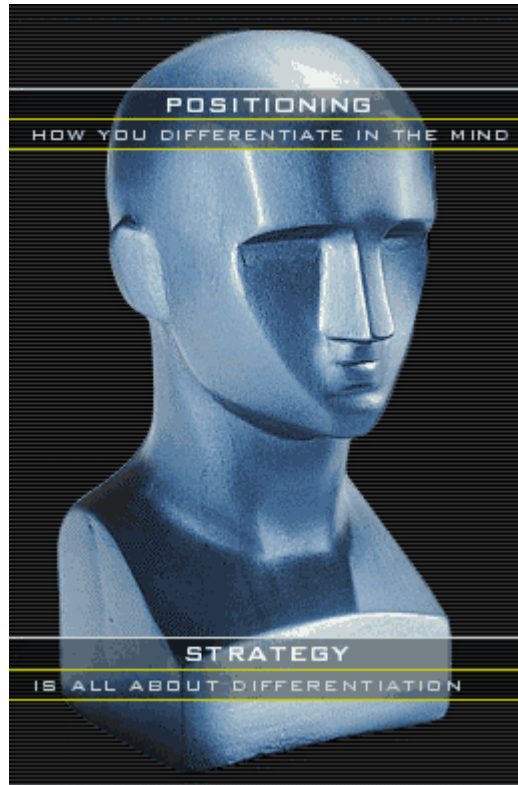
《定位》作者将这二十多年为美国500强制定营销战略的经验与教训总结成本书，可以说书中每一句话都是弥足珍贵的。



《定位》主要从营销者的角度重新制定市场规则，《营销战》则从营销接收者的角度评析营销的后果。二者相辅相成！



实践证明，他们的确干得不错，我对他们的专业度感到非常满意。这本书是我选定他们作为我的合作伙伴的重要原因之一。  
——杰克·特劳特



— THE END —