



教育部高校工商管理类教学指导委员会双语教学推荐教材

Mc  
Graw  
Hill  
Education

工商管理经典教材·市场营销系列

BUSINESS ADMINISTRATION CLASSICS

# 全球营销

英文版

伊兰·阿隆 (Ilan Alon)

尤金·贾菲 (Eugene Jaffe) 著

多娜塔·维亚内利 (Donata Vianelli)

# GLOBAL MARKETING



 中国人民大学出版社

全新版

教育部高校工商管理类教学指导委员会双语教学推荐教材

工商管理经典教材·市场营销系列

BUSINESS ADMINISTRATION CLASSICS

# 全球营销

英文版

伊兰·阿隆 (Ilan Alon)  
尤金·贾菲 (Eugene Jaffe) 著  
多娜塔·维亚内利 (Donata Vianelli)

GLOBAL MARKETING

中国人民大学出版社  
· 北京 ·

图书在版编目 ( CIP ) 数据

全球营销：英文/阿隆等著. —北京：中国人民大学出版社，2015.12

工商管理经典教材·市场营销系列

ISBN 978-7-300-22323-0

I. ①全… II. ①阿… III. ①国际营销-高等学校-教材-英文 IV. ①F740.2

中国版本图书馆 CIP 数据核字 (2015) 第 302321 号

教育部高校工商管理类教学指导委员会双语教学推荐教材

工商管理经典教材·市场营销系列

全球营销 (英文版)

伊兰·阿隆

尤金·贾菲 著

多娜塔·维亚内利

---

出版发行 中国人民大学出版社

社 址 北京中关村大街31号

邮政编码 100080

电 话 010-62511242 (总编室)

010-62511770 (质管部)

010-82501766 (邮购部)

010-62514148 (门市部)

010-62515195 (发行公司)

010-62515275 (盗版举报)

网 址 [http:// www. crup. com. cn](http://www.crup.com.cn)

[http:// www. ttrnet. com](http://www.ttrnet.com) (人大教研网)

经 销 新华书店

印 刷 涿州市星河印刷有限公司

规 格 215 mm × 275 mm 16开本

版 次 2015 年 12 月第 1 版

印 张 38.25 插页2

印 次 2015 年 12 月第 1 次印刷

字 数 1 108 000

定 价 69.00 元

---

版权所有

侵权必究

印装差错

负责调换

# 总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院



# PREFACE

---

## OVERVIEW

Taking the marketing function global is no easy task. It requires managers to think globally and strategically about global markets and comparative marketing environments. International markets pose the challenge of differing political, social, economic, and technological environments. Regional and national differences may render some marketing strategies and tactics ineffectual in new environments.

Identifying opportunities in the global environment requires market research and analysis that spans national boundaries. Segmentation, targeting, and positioning strategies of multinational firm must look for the commonalities across markets as well as take into account the idiosyncrasies of individual markets. It is in this context that the 4Ps (product, price, place, and promotion) are implemented. This book examines the 4Ps and gives students tools for analyzing the pros and cons of related international marketing decisions. The individual decisions of the marketer have to be examined holistically. Coordination, design, and control of marketing across markets and functions are, thus, critical.

Recent years were accentuated by a rise of new technologies, such as social media, and new attention to social responsibility and ethics in corporate leadership. This book captures these new developments by adding a Technology in Focus boxed feature in many chapters, and by dedicating chapters to the subjects of social responsibility, ethics, and social media in global marketing.

## THE APPROACH OF THIS TEXT

Our objective in writing *Global Marketing* was to publish a marketing textbook with a truly global orientation. This objective has been carried out by three authors who not only live in different areas of the world, the United States, Europe and Israel, but also have extensive international teaching and consulting experience (Austria, Australia, China, Croatia, Denmark, France, Germany, India, Israel, Italy, Slovenia, and United States of America among others). Taken together, the three authors have over 80 years of international business and marketing teaching experience. This global orientation is also exemplified by the cases found at the end of each chapter. They cover a large number of countries and were written by an international group of educators. Most of the cases were solicited specifically for this book. We have endeavored to include material about marketing from not only developed countries, but also emerging markets, including strategies for large multinational corporations and small/medium firms. Both long analytical cases, at the last section of the book (Part 5), and short discussion cases at the end of each chapter, add to the pedagogical milieu available for professors and a variety of learning materials for the students. The book attempts to strike a balance between theory and practice that will allow students to enrich their international marketing vocabulary, comprehend international marketing models, apply their learning in cases, and contend with problems facing the global marketing manager.

## ORGANIZATION

This book is organized into five sections. Part 1 of the book sets the context by reviewing the global marketing environments. Particular attention is paid to market assessment and situation analysis tools, such as CAGE (cultural, administrative, geographic, and economic distances) and PEST (political, economic, social, and technological environments), in Chapters 1 and 2. Drilling more deeply on the cultural and political/legal environments, Chapter 3 reviews models of cross-cultural management and their implications to marketing strategies and Chapter 4 develops a political risk model that helps in risk assessment. Chapter 5 closes the first part of the section by examining global, regional and national market similarities and differences. The chapter also discusses the important trade blocs that facilitate international trade. Taken together, Part 1 deals with an analysis of the external, mostly uncontrollable, marketing environment.

Part 2 consists of four chapters relating to functional marketing strategies, including global marketing research, international market selection, global market entry strategies, and segmentation, targeting and positioning. Marketing research in the international environment is more complex and riddled with cultural and legal variations that make the collection and interpretation of results difficult to apply uniformly across countries. Marketing managers may make the mistake that if it works at home, it will also work abroad. Searching for opportunities around the world necessitates both market research and a deliberate, systematic analysis of varying conditions that drive demand. International market selection models are covered next. International marketing entry decisions often follow market selection decisions and involve a tradeoff between risk and control. Marketers willing to invest in markets must also realize financial returns to justify it. Non-equity modes of market entry are growing as a result of firms' increasing sophistication in managing at arm's length and the increase of international marketing activities in emerging markets, which embody more risks, such as those emanating from political risk, cultural distance, and economic under development.

STP (segmentation, targeting, and positioning) strategies can be applied both at the national and international level. A product targeted at middle-income consumers in North America may also attract a high-income consumer from Brazil. Lifestyles of young and urban consumers are converging as a result of international media, the activities of multinational advertisers, and increased connectivity via the Internet and social media. Marketers are increasingly able to target like-minded consumers across markets by using Web-based technologies to identify, reach out and sell to those segments.

Part 3 of the book covers the traditional 4Ps (product, price, place, and promotion). Much of the controllable environment for marketers involves 4P decisions. These decisions need to be coordinated, resulting in appeal to the targeted group. The book reviews in detail the elements of product and branding strategies, pricing strategies, global placement, and distribution strategies and, finally, global communication and advertising strategies. Taken together, these strategies form the foundation for international marketing planning and the basis for competitiveness in international markets.

Part 4 is among the most innovative in the book, focusing on emerging technologies in international marketing, such as the development of social media, the design and control of global marketing, as well as the ethical and socially responsible actions of the marketing manager. Social media is a disruptive technology that will especially shape marketing and advertising in future years. It is a medium of advertising, a method to connect to dispersed consumers, a market research tool for both consumers and markets, and an opportunity for

consumers to shape the message of the company by sharing their thoughts about the brand with friends, peers and colleagues. The recession that has had a grip on global markets since 2008 has also spurred an introspection of the role of marketing in society and the responsibility of the company to its environment. Marketers are increasingly being asked to be accountable to more than just the “bottom line,” but also to those aspects of society upon which they have an influence.

Long, analytical cases are provided in Part 5 of the book. These cases are mostly collated from the Ivey Case Clearing House and represent realistic situations and opportunities for students to engage in formal case analysis. They will need to analyze the situation, identify a problem and develop alternative solutions.

## SPECIAL FEATURES

This book covers the foundations of global marketing, including a strong overview of international marketing environments, including external uncontrollable factors as well as tools and strategies available for the international manager to cope with them.

To our knowledge, this is the only global marketing text that has included separate chapters on business ethics and social marketing. The increase in ethical dilemmas faced by managers in multinational firms or those that have to do business in different cultures demand increased attention to this subject. This demand has guided our formulating a chapter on ethics and corporate social responsibility in the international marketplace. An additional chapter devoted to global social marketing was thought necessary owing to the growth and usage of social media in international markets. As the reader will learn, the use of social marketing strategies is not limited to developed countries in the Western world, but to emerging markets as well.

Another feature of the book is the use of box examples in every chapter that contain a mini-case or short story focused on countries, companies, people or technology. These mini-cases add to a particular chapter section by focusing on a recent global marketing event or person.

The book has both short cases at the end of each chapter as well as long Ivey-style cases in Part 5. Cases at the end of each chapter help highlight the application of chapter materials and are designed to provide in-class activities and discussions that help demonstrate how to apply models and theories from the chapter. The long cases are best used to integrate materials which require the students to analyze the marketing environment and industry, identify a problem and develop alternative solutions. The cases are carefully selected to provide a balance of small and medium to large companies, different areas of the world, and varying industries (including not-for-profit companies). The Ruth’s Chris case, for example, is one of Ivey’s best-selling cases for three years in a row.

The world of global marketing is continuously changing. To keep abreast of changes, students and teachers of international marketing are advised to go beyond the book’s theories and cases to examine how they are applied in the real world. A variety of resources are available through McGraw-Hill to help both groups stay connected and updated with the materials.

## SUPPLEMENTS

McGraw-Hill has a variety of tools online to help engage the student with the materials. Visit our Online Learning Center (OLC) at [www.mhhe.com/alon1e](http://www.mhhe.com/alon1e) for additional



student and instructor resources. The following supplemental aids accompany *Global Marketing*:

### For Students

A variety of exercises and internet links to current events are developed to enhance the learning outcomes. Students also have access to PowerPoint presentations for the book chapters to help them study the material.

### For Instructors

The password-protected instructor portion of the OLC includes the Instructor's Manual, a comprehensive computerized test bank using the EZ Test test generator, and PowerPoint lecture slides. Teaching notes for both the long and short cases are also available on the book's Online Learning Center.



This text is available as an eBook at [www.CourseSmart.com](http://www.CourseSmart.com). At CourseSmart your students can take advantage of significant savings off the cost of a print textbook, reduce their impact on the environment, and gain access to powerful Web tools for learning. CourseSmart eBooks can be viewed online or downloaded to a computer. The eBooks allow students to do full text searches, add highlighting and notes, and share notes with classmates. CourseSmart has the largest selection of eBooks available anywhere. Visit [www.CourseSmart.com](http://www.CourseSmart.com) to learn more and to try a sample chapter.



Craft your teaching resources to match the way you teach! With McGraw-Hill Create™, [www.mcgrawhillcreate.com](http://www.mcgrawhillcreate.com), you can easily rearrange chapters, combine material from other content sources, and quickly upload content you have written like your course syllabus or teaching notes. Find the content you need in Create by searching through thousands of leading McGraw-Hill textbooks. Arrange your book to fit your teaching style. Create even allows you to personalize your book's appearance by selecting the cover and adding your name, school, and course information. Order a Create book and you'll receive a complimentary print review copy in 3–5 business days or a complimentary electronic review copy (eComp) via e-mail in minutes. Go to [www.mcgrawhillcreate.com](http://www.mcgrawhillcreate.com) today and register to experience how McGraw-Hill Create™ empowers you to teach *your* students *your* way.

## ACKNOWLEDGMENTS

The following reviewers provided valuable feedback to help shape our final product:

Susan Baxter, Farmingdale State College–SUNY

Catherine Campbell, University of Maryland University College

Scott R. Davidson, University at Albany

Eileen Fischer, New York University

John Hadjimarcou, The University of Texas at El Paso

Anna Helm, George Washington University

Lynn Kahle, University of Oregon

Joe Kim, Rider University

Maria Kniazeva, University of San Diego  
Dennis Langhofer, Fresno Pacific University  
Luis Larrea, DePaul University  
Sangwon Lee, University of Central Florida  
Behnam Nakhai, Millersville University of Pennsylvania  
Pallab Paul, University of Denver  
Rajani Ganesh Pillai, North Dakota State University  
Brenda Ponsford, Clarion University  
George Priovolos, Iona College  
Brent Smith, Saint Joseph's University  
Jill Solomon, University of South Florida  
Ven Sriram, University of Baltimore  
Verna Swanljung, North Seattle Community College  
Alexia Vanides, Intrax International Business Institute, San Francisco  
John Wood, West Virginia University

Also, we would like to thank the editorial staff, particularly Robin Reed of McGraw-Hill, for moving us through the process of publishing a textbook.

We would also like to acknowledge Professor Donata Vianelli, from the University of Trieste, Italy, for contributing Chapters 10, 11, and 12, and Nadia Ballard, a seasoned international marketing consultant, for helping in the researching, writing, and/or editing parts of Chapters 6, 9, 13, and 15.

# 简明目录

## 第1篇 全球营销环境

第1章 认识全球市场和全球营销 .....	( 2 )
第2章 评价全球营销环境——全球经济和技术.....	( 36 )
第3章 评估文化和社会环境 .....	( 59 )
第4章 分析政治和法律环境 .....	( 90 )
第5章 整合全球、地区和国家市场 .....	( 118 )

## 第2篇 全球营销职能和战略

第6章 进行营销调研 .....	( 150 )
第7章 选择国际市场 .....	( 173 )
第8章 进入全球市场 .....	( 202 )
第9章 全球市场细分、目标化和定位 .....	( 230 )

## 第3篇 全球营销4P策略

第10章 开发全球产品和品牌 .....	( 260 )
第11章 制定全球价格.....	( 301 )
第12章 全球布局和分销渠道 .....	( 336 )
第13章 进行全球沟通和广告 .....	( 369 )

## 第4篇 全球营销新趋势

第14章 采用社交媒体开展全球营销 .....	( 392 )
-------------------------	---------

第15章 全球营销体系设计与控制 .....	( 408 )
------------------------	---------

第16章 明确国际市场中的伦理和企业社会责任 .....	( 436 )
------------------------------	---------

## 第5篇 全球营销综合案例

### 第1篇 全球营销环境

案例P1—1 英国零售商马莎的国际营销 .....	( 466 )
---------------------------	---------

案例P1—2 麦科文走向全球：一所加拿大商学院的国际化 .....	( 477 )
-----------------------------------	---------

案例P1—3 预测柯达冲印店在新兴市场的需求 .....	( 488 )
------------------------------	---------

### 第2篇 全球营销职能和战略

案例P2—1 茹丝葵牛排馆：国际扩张的高风险 .....	( 495 )
------------------------------	---------

案例P2—2 极速竞赛：贝纳利和钱江在国际摩托车市场的角逐 .....	( 502 )
-------------------------------------	---------

案例P2—3 里维埃拉电台：在一个高度多元化的社群进行市场开发 .....	( 517 )
---------------------------------------	---------

### 第3篇 全球营销4P策略

案例P3—1 国际特许经营在中国：运动员之足公司 .....	( 523 )
--------------------------------	---------

案例P3—2 旧金山咖啡屋：克罗地亚的美式特许经营 .....	( 533 )
---------------------------------	---------

案例P3—3 欧洲迪士尼 .....	( 542 )
--------------------	---------

### 第4篇 全球营销新趋势

案例P4—1 移动语言学习：Praxis在中国的完美表现 .....	( 553 )
------------------------------------	---------

案例P4—2 比泽特制药公司在巴勒斯坦的营销 .....	( 560 )
------------------------------	---------

案例P4—3 印度尼西亚的企业家精神和可持续发展农业 .....	( 575 )
----------------------------------	---------

# CONTENTS

---

## PREFACE i

## PART 1 GLOBAL MARKETING ENVIRONMENTS 1

### CHAPTER 1 Understanding Global Markets and Marketing 2

MARKETS ARE BECOMING GLOBAL	2
GLOBALIZATION: THE WORLD IS BECOMING SMALLER	3
GLOBALIZATION AND GLOBAL MARKETING	4
GLOBAL MARKETING AND GLOBAL MARKETS	7
THE CAGE DISTANCE FRAMEWORK	7
DOMESTIC AND GLOBAL MARKETING COMPARED	8
A GLOBAL MARKETING MANAGEMENT FRAMEWORK	21
CASE 1-1 A Tortuous Road Ahead for Proton of Malaysia	26
CASE 1-2 Dabur—Developing Values in an Emerging Economy Through Value Chain and Product Line	31

### CHAPTER 2 Assessing the Global Marketing Environment—The Global Economy and Technology 36

THE GLOBAL ECONOMY	37
GLOBAL COUNTRIES AND GLOBAL COMPANIES	45
THE GREEN ECONOMY	49
CASE 2-1 Fueling Indonesians: Window of Opportunity or Regret?	54

### CHAPTER 3 Evaluating Cultural and Social Environments 59

BIG BROTHER'S BIG CONTROVERSY	59
CULTURAL DIVERSITY IN THE ERA OF GLOBALIZATION	61
WHAT IS "CULTURE"?	62
THE CONCEPT OF NATIONAL CHARACTER	64
THE ROLE OF SUBCULTURES	65
HOFSTEDE'S 5 DIMENSIONS OF NATIONAL CULTURE	66
APPLYING HOFSTEDE'S MODEL TO GLOBAL MARKETING	68
THE SCHWARTZ VALUE SURVEY	69



	GLOBAL LEADERSHIP AND ORGANIZATIONAL BEHAVIOR EFFECTIVENESS	71
	CULTURE AND COMMUNICATION	72
	NONVERBAL COMMUNICATION	75
	GLOBAL CUSTOMERS	77
	CASE 3-1 Starbucks: Forbidden in the Forbidden City	82
	CASE 3-2 Hong Kong Disneyland: Chinese Tourists' Behavior and Disneyland's Internationalization Strategy	85
CHAPTER 4	Analyzing Political and Legal Environments	90
	LEGAL/GLOBAL POLITICAL SYSTEMS	90
	LEGAL ISSUES FOR GLOBAL MARKETING	91
	INTELLECTUAL PROPERTY ISSUES: TRADEMARKS, PATENTS, AND COPYRIGHTS	92
	ARBITRATION AND MEDIATION	98
	MARKETING MIX REGULATIONS	100
	REGULATION OF COMMUNICATION	101
	POLITICAL RISK	102
	CASE 4-1 Serious Problems Creating a Partnership in Russia	109
	CASE 4-2 An Expanding Dilemma: Between Mubarak and a Hardliner?	112
CHAPTER 5	Integrating Global, Regional, and National Markets	118
	REGIONALISM OR GLOBALISM?	119
	REGIONAL ECONOMIC BLOCS	123
	EMERGING MARKETS	129
	THE FUTURE POTENTIAL OF EMERGING NATIONS	132
	APPENDIX 1	137
	APPENDIX 2	140
	CASE 5-1 Walmart in Japan	141
	CASE 5-2 Understanding Global Consumer Behavior in Aesthetic Surgery	146
PART 2	GLOBAL MARKETING FUNCTIONS AND STRATEGIES	149
CHAPTER 6	Conducting Marketing Research	150
	IMPORTANCE OF GLOBAL MARKETING RESEARCH	150
	SCOPE OF GLOBAL MARKETING RESEARCH	152
	THE GLOBAL MARKETING RESEARCH PROCESS	157
	CASE 6-1 Rio Tinto: Can the Concept of "Strictly Business" Be Applied in the Chinese Market?	168

**CHAPTER 7 Selecting International Markets 173**

THE ANSOFF EXPANSION MODEL	174
PRESENT MARKETS/PRESENT PRODUCTS	174
PRESENT MARKETS/NEW PRODUCTS	174
NEW MARKETS/PRESENT PRODUCTS	175
NEW MARKETS/NEW PRODUCTS	175
INTERNATIONALIZATION AND THE ANSOFF MATRIX	176
MOTIVATION TO INTERNATIONALIZE	176
PROACTIVE MOTIVES	176
REACTIVE MOTIVES	179
THEORIES OF INTERNATIONALIZATION AND MARKET ENTRY	180
INTERNATIONAL PRODUCT LIFE CYCLE	180
UPPSALA MODEL	181
THE NETWORK APPROACH	184
TRANSACTION COST ANALYSIS	186
DUNNING'S ECLECTIC OLI MODEL	188
MARKET SELECTION	190
CONCENTRATION VS. DIVERSIFICATION	192
CASE 7-1 Archer Daniels Midland (ADM) Agricultural Processing Industry	197

**CHAPTER 8 Entering Global Markets 202**

INTRODUCTION	202
FACTORS THAT INFLUENCE THE MODE OF ENTRY DECISION PROCESS	203
INSURING AGAINST JV FAILURE	217
CASE 8-1 GOL: Evaluating the Entry of a Brazilian Airline in the Mexican Market	223

**CHAPTER 9 Segmenting, Targeting, and Positioning for Global Markets 230**

MAKING APPLES AND CHERRIES "COOL" IN TAIWAN	230
THE NEED FOR STP STRATEGY IN GLOBAL MARKETS	231
GLOBAL MARKET SEGMENTATION STRATEGIES	232
SEGMENTATION IN THE WORLD OF UNLIMITED CHOICES	240
TARGETING	241
SELECTING A GLOBAL TARGET MARKET STRATEGY	242

CASE 9-1 Moda Textile Factory: Bishkek, Kyrgyzstan 250

CASE 9-2 Marketing Corona in Japan 253

## PART 3 THE FOUR Ps OF GLOBAL MARKETING 259

### CHAPTER 10 Developing Global Products and Brands 260

LOOKING FOR NEW GROWTH OPPORTUNITIES: THE

PRODUCT LIFE CYCLE ACROSS COUNTRIES 262

THE STANDARDIZATION VERSUS ADAPTATION

DILEMMA 266

PRODUCT USE 272

PRODUCT PERCEPTION AND EXPECTED

BENEFITS 273

PRODUCT ATTRIBUTES 274

PACKAGING 280

COUNTRY OF ORIGIN 288

PRODUCT STRATEGIES IN INTERNATIONAL MARKETS 293

MANAGEMENT ORIENTATION 295

CASE 10-1 Lux: The Art of Cross-Cultural Branding 298

### CHAPTER 11 Setting Global Prices 301

A CHALLENGING DECISION 301

FACTORS INFLUENCING PRICING DECISIONS 302

COMPETITIVE FACTORS 303

CONSUMER FACTORS 303

OBJECTIVES, STRATEGIES, AND PRICING

POLICIES 313

TRANSFER PRICING 323

TERMS AND METHODS OF PAYMENT 323

COUNTER TRADE 324

CASE 11-1 Price Wars in the Chinese TV Manufacturing Industry:  
The Case of Hisense 329

CASE 11-2 Can Long Haul Be Low Cost in the Traditional  
Airline Market? 334

### CHAPTER 12 Global Placement and Distribution Channels 336

THE POWER OF DISTRIBUTION 336

FACTORS INFLUENCING INTERNATIONAL

DISTRIBUTION DECISIONS 337

MANAGING INTERNATIONAL DISTRIBUTION

CHANNELS 342

CHANNEL MANAGEMENT AND CONTROL 354

PHYSICAL DISTRIBUTION 356

## APPENDIX 361

CASE 12-1 The Chinese Online B2C Market 365

## CHAPTER 13 Launching Global Communication and Advertising 369

GLOBAL PROMOTIONAL STRATEGY 370

GLOBAL ADVERTISING STRATEGY 379

GLOBAL ADVERTISING REGULATIONS 382

THE GLOBAL ADVERTISING AGENCY 383

CASE 13-1 Entrepreneurship in Jordan: Founding an Advertising Business 388

## PART 4 NEW TRENDS IN GLOBAL MARKETING 391

## CHAPTER 14 Using Social Media for Global Marketing 392

AN INTRODUCTION TO SOCIAL MARKETING 392

THE NETWORKED ENTERPRISE—BUSINESS USE OF SOCIAL NETWORKS 397

CASE STUDIES OF SOCIAL MARKETING CAMPAIGNS 400

CASE 14-1 In Search of Book Sales 405

## CHAPTER 15 Designing and Controlling Global Marketing Systems 408

NORTEL HIRES A TURNAROUND CMO 408

PRODUCT-BASED ORGANIZATIONAL FORMAT 410

REGIONAL ORGANIZATIONAL FORMAT 410

FUNCTIONAL ORGANIZATIONAL FORMAT 411

MATRIX ORGANIZATIONAL FORMAT 412

NEW ORGANIZATIONAL DIRECTIONS 413

CUSTOMER-CENTERED ORGANIZATIONS 413

GLOBAL MARKETING TEAMS 415

BORN-GLOBAL FIRMS 415

CONTROL MECHANISMS 417

FORMAL CONTROL MECHANISMS 417

INFORMAL CONTROL MECHANISMS 420

CASE 15-1 Developing Shanghai into a World Fashion Center 426

## CHAPTER 16 Defining Ethics and Corporate Social Responsibility in the International Marketplace 436

THE COST OF DOING BAD BUSINESS 437

ETHICS AND THE LAW 438

THE MULTINATIONAL CORPORATION AS A GOOD