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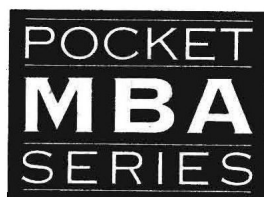
# 国际化战略—— 进行跨国经营的 25个诀窍

GOING GLOBAL  
25 KEYS TO INTERNATIONAL  
OPERATIONS

杰弗里·H.伯格斯特朗博士著

北京大学出版社

纽约时报袖珍MBA英语学习手册系列



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25 KEYS TO INTERNATIONAL  
OPERATIONS**

**[美] 杰佛里·E. 伯格斯特朗博士著**

**陈荣 译注**

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《纽约时报袖珍MBA英语学习手册》具有很强的实用性，适合各层次商业人士学习，无论是一线经理还是企业决策人士。本系列书的作者均为美国最好的商学院教授MBA课程的博士们，并由麦克·勒维塔斯等一组资深编辑运用其商业出版的专业知识为此系列配备了极有价值的参考资料。

本系列书的特点在于提供了快速学习顶尖MBA课程的参考要点，每本书以25个诀窍的形式对在企业管专业领域中应用的关键性原理提供了无可比拟的综合表述。本系列书的独特方法是将学术著作变成易学易懂的读物，既可做英语培训教材，又是商业人士理想的MBA英语自学用书。为完成您的MBA学习，请一定买齐全套12本书。

勒勒海尔—富莱德曼图书公司

总编辑

约瑟夫·米尔斯

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杰佛里·H.伯格斯特朗博士: 圣母大学工商管理学院讲授财务和企业经济学的副教授。自1986年起就给本科生、MBA、高级经理MBA的学生讲授国际金融的全球宏观环境课程, 获得MBA、EMBA项目年度杰出教师奖。曾在学术杂志上发表过多篇有关汇率及国际贸易方式的文章, 现在是学术杂志《国际经济评论》的联合编辑。

## 内容简介

本书学习进行跨国经营的25个诀窍, 可以了解在国际范围内经营的重要原则, 包括汇率风险和进出口税负。

# C O N T E N T S

## 目 录

<b>KEY 1</b>	Think globally .....	page 9
诀窍1:	全球化思维	
<b>KEY 2</b>	International business is different .....	page 12
诀窍2:	国际贸易不同于国内贸易	
<b>KEY 3</b>	Why go global? Exporting your product abroad is an opportunity, not a last resort .....	page 15
诀窍3:	为什么进入国际市场? 出口贸易是个机会 而不是最后一招	
<b>KEY 4</b>	The more sophisticated the product, the more likely is success abroad .....	page 19
诀窍4:	产品越精巧, 在国外市场成功的可能性越大	
<b>KEY 5</b>	Why export cars to Japan? ...	page 22
诀窍5:	为什么出口汽车到日本?	
<b>KEY 6</b>	How does a business go global? .....	page 25
诀窍6:	企业如何进入国际市场?	
<b>KEY 7</b>	Research foreign markets thoroughly .....	page 28
诀窍7:	彻底地调查国外市场	
<b>KEY 8</b>	Export indirectly at first ....	page 32
诀窍8:	先做间接出口	
<b>KEY 9</b>	Once established, export directly .....	page 34
诀窍9:	一旦有了经验就要做直接出口生意	

<b>KEY 10</b>	Gain familiarity with U.S. export regulations and tax incentives . . . . .	page 37
诀窍10:	熟悉美国出口管理规定和税收激励机制	
<b>KEY 11</b>	Understand the costs of transporting goods abroad . . . . .	page 40
诀窍11:	理解出口商品运输成本	
<b>KEY 12</b>	The benefits of importing . . . . .	page 44
诀窍12:	进口利益	
<b>KEY 13</b>	How does a business begin importing? . . . . .	page 47
诀窍13:	企业如何进口商品?	
<b>KEY 14</b>	How to deal with tariffs . . . and other government barriers to trade . . . . .	page 50
诀窍14:	如何处理关税与其他政府管制壁垒	
<b>KEY 15</b>	When you should produce here . . . and when you should produce there . . . . .	page 54
诀窍15:	如何决定生产地点?	
<b>KEY 16</b>	Understand the basics of international payment . . . . .	page 58
诀窍16:	理解国际贸易支付的基本原理	
<b>KEY 17</b>	Gain familiarity in the basics of foreign exchange . . . . .	page 61
诀窍17:	熟悉外汇交易原理	
<b>KEY 18</b>	Identify your foreign exchange exposures and risks . . . . .	page 65
诀窍18:	识别外汇交易风险	

<b>KEY 19</b>	Know when you're hedging, know when you're speculating . . . . .	page 68
诀窍19:	决定何时进行外汇调期交易与投机	
<b>KEY 20</b>	Use currency forwards and futures to hedge foreign exchange transaction exposures . . . . .	page 71
诀窍20:	使用外汇期货交易躲避外汇风险	
<b>KEY 21</b>	Uses for foreign currency swaps and options . . . . .	page 74
诀窍21:	使用外汇调期交易与期权	
<b>KEY 22</b>	Save some money: use "natural" hedges . . . . .	page 77
诀窍22:	如何省钱: 使用“自然”的套期保值手段	
<b>KEY 23</b>	Watch foreign governments . . . closely . . . . .	page 80
诀窍23:	紧紧盯住外国政府	
<b>KEY 24</b>	Is there an international code of business ethics? . . . .	page 83
诀窍24:	有没有国际贸易行动计划行为准则?	
<b>KEY 25</b>	Consult thoroughly public sources of trade information . . . . .	page 87
诀窍25:	仔细收集公开的贸易信息	





# **KEY 1**

## ***Think globally***

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**T**he first key to an international operation is to think globally. When asked his citizenship, the Rev. Ted Hesburgh, former president of the University of Notre Dame, typically responds "I'm a citizen of the world." Yet few U.S. business people would respond similarly.

Thinking as a global citizen is a necessary first step toward "going global." For example, Europeans do not think twice about crossing national boundaries for vacation or business. Younger generations think of themselves as Europeans, rather than as Germans or Dutch. We have even entered the "Age of the Euro"—a single European currency. Yet the typical American can often appear like a child to foreigners: naive, unworldly, and even ill-mannered.

Rather than bristling at this accusation, consider a rational explanation for it. The United States is a very large country in terms of population, land and its machinery to produce goods and services.

**Where there is no vision,  
the people perish.**



**Proverbs, The Holy Bible**

Large countries tend to be self-sufficient, both in producing and consuming their own products. Due to this self-sufficiency, the United States has long had little need to transact with other countries, either by exporting goods to them or importing products from them. A consequence is that the average U.S. business person has had little need to learn foreign customs and business practices and, when traveling abroad, is often unaware and sometimes insensitive to the culture and habits of the host country. Such individuals are considered ethnocentric.

Instead, when traveling to a foreign country, you should consider that country as your host. For instance, suppose you went to a business colleague's home for dinner for the first time. You would not show up sloppily dressed and ill-man-

nered. Similarly, when traveling abroad, one should be as polite and courteous as meeting a girlfriend's or boyfriend's parents for the first time. A useful way to display courtesy is making an effort to use the customs and to speak the native language of the host country. Consider your own experiences meeting with a foreigner for the first time. An effort by the individual to speak English is an ice-breaking experience and reduces tension. Natural barriers are diminished with small efforts of courtesy.

Most businesses going global generally begin international operations in a foreign major city. In most cases, English is the language of international business, making it easier for Americans to initiate foreign operations, but the culture still must be learned.

# **KEY 2**

## ***International business is different***

---

**I**nternational business involves conducting business transactions with individuals or firms from another country. The nature of these transactions can occur at one of several levels. A business typically goes global first by either importing a consumer good, raw material, intermediate product, or machinery from another country, or exporting it to that country. In this simplest of international transactions, the flow of goods goes one way. More extensive international operations have two-way flows.

An intermediate product, such as an automobile engine, may be exported to Mexico for assembly and re-exported back to the U.S. firm for placement in the final product. That is often called outsourcing. At an even more complex level, a U.S. firm may purchase property and buildings in a foreign country, hire local employees, bring in some U.S. managers, and produce the good in the host country. This is considered direct foreign investment.

Is this inherently different from conducting business transactions with someone from the same country? In many senses, the answer is no. However, learning how to conduct business well internationally involves understanding the key areas of business where national and international transactions differ.

International business differs from national business because of higher transaction costs, such as transportation costs. However, recent data suggest that the average additional cost for shipping a good internationally, including freight and insurance charges, is only 4 to 5 percent of the value of the product. It should come as no surprise that the biggest importers and exporters of products to the United States are Canada and Mexico, because they are close markets as well as large markets.

International business is also different because host governments often impose tariffs and other nontariff barriers to imports. Tariffs are simply taxes on foreign goods entering the host country. To the extent a U.S. firm must compete in a foreign market at the local-currency price (say, pesos) with a local (say, Argentinean) firm, the U.S. firm may need to absorb the tariff, and accept lower profits, to be price-competitive. Foreign governments often impose regulations and safeguards that prevent penetration by foreign imports into the local market, especially in the provision of services. The additional transaction costs of such nontariff barriers is often difficult to quantify. Not surprisingly, studies have shown that international trade is greatest and most profitable between countries with low tariff and nontariff barriers.

The lack of a common language imposes an additional international transaction cost. Indeed,

studies of international trade patterns have identified that two countries sharing a common language trade goods considerably more than two countries with different languages, suggesting an additional cost between two countries with different languages. The more English is spoken in the foreign country, the more likely a U.S. international transaction will be profitable.

Another factor is the prevalence of the media in the international market. Television, radio, movies, and newspapers within a country tend to reduce the transaction costs of conducting business nationally, because mass media tends to either alleviate cultural dissimilarities or at least make such dissimilarities better understood. Studies have shown that marketing and distribution efforts tend to be nationally organized. The absence of a worldwide television and print media raises the costs of international transactions to businesses. However, the rapid commercial development of the Internet is providing a medium for U.S. businesses to cross national boundaries at less cost.

# **KEY 3**

## ***Why go global? Exporting your product abroad is an opportunity, not a last resort***

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**T**here are nearly 200 countries, and U.S. firms export to most of them. In the United States, businesses that have been successful in exporting often produce goods that cannot be produced efficiently abroad, in many cases because the skills or knowledge needed for production are scarce there. Indeed, firms in both countries have opportunities to specialize in exporting goods that are produced with inputs, such as labor and equipment, that are relatively abundant in each country.

One of the main reasons for two countries to trade is fundamentally identical to that for two individuals (or firms) in the same country to trade. As a professor who had once lived on a farm, I am capable of growing vegetables and raising chickens, working on my car, and cooking my own meals. But I have found it is more profitable, given my education and abilities, to teach for a university, earn an income, and spend that income on groceries, car repairs, eating at restau-



**The craft of the merchant  
is this: bringing a thing  
from where it abounds  
to where it is costly.**



***Ralph Waldo Emerson,***  
**"Wealth", the Conduct of Life, 1860**

rants and still have money to save for retirement. Simply put, people can increase their lifetime earning potential by specializing in a particular trade or profession, particularly where they have a natural or acquired advantage, and selling those services for income to purchase goods and services.

Countries are the same way. Much of successful international trade is attributable to countries differing in their natural comparative advantages and each country's firms specializing in such advantages. For instance, China is richly abundant in its supply of labor, but the typical worker has little