



普通高等教育“十一五”国家级规划教材

21 世纪实用商务英语教程

丛书主编 张立玉

国际营销

主 编 席 波

副主编 沈晓华 王兴军

International Marketing



WUHAN UNIVERSITY PRESS

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前 言

国际营销作为国际企业与商界人士必须掌握的企业管理思想与工具,越来越为人们所重视。大专院校的管理与商务专业,包括商贸英语专业都普遍开设了相关的课程。

本书作者根据多年来从事企业管理咨询与培训和营销课程教学的经验,抓住企业界,尤其是三资企业在国际营销实践中最关注的问题,并结合营销领域出现的各种新思想、新技巧和新工具,试图将一本内容新颖、实用的国际营销英语教材呈现在读者面前。本书比较系统地介绍了国际营销的知识体系和营销实践领域的最新进展,希望能使学习该课程的广大学生和企业营销人士有所收获。

全书共12章,其中第1,2,4,9章由席波编写,第3,5,7,10章由沈晓华编写,第6,8,11,12章由王兴军编写。在编写过程中作者力求理论性、实用性和可读性相结合,引入国际市场营销领域的最新资讯和热点话题,试图将国际营销的科学性和艺术性全面地展现出来。建议读者在学习过程中不要拘泥于书本,而要将国际营销知识和企业界大量营销案例与实践结合起来分析和理解,这样才能达到最好的学习效果。

本书可作为大学商务英语专业的营销教材,也可作为营销管理专业的专业英语教材,同时可供营销爱好者和从业人士的学习参考书。书后所附答案仅供参考。由于时间仓促及编者学识所限,书中不足和不当之处,欢迎读者批评指正。

编 者

2009年3月

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Chapter 1

Introduction

Focus

What is international marketing?
What are the stages of international marketing?
What are the challenges in international marketing?

Tuning-in :

Individual and organizations utilizing a certain vision to effectively market goods and services across national boundaries are practicing international. It means that management recognizes and reactions to global marketing opportunities, is aware of threats from foreign competitors in all marketing, and effectively utilizes international distribution networks.

Part I

What Is International Marketing?

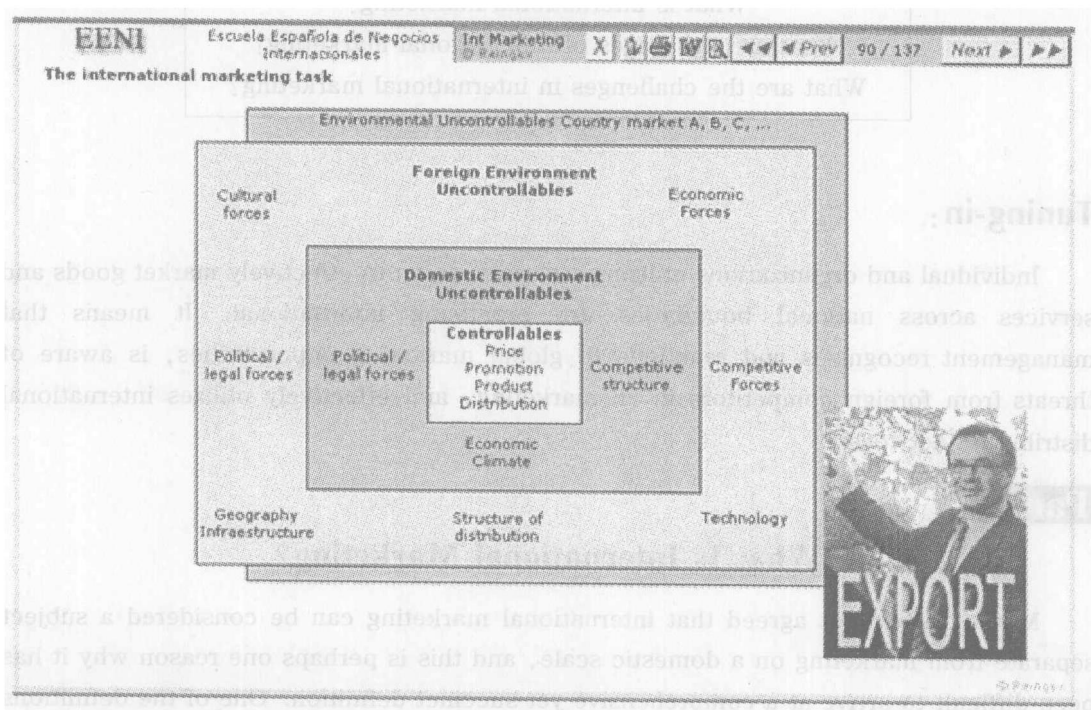
Marketers are not agreed that international marketing can be considered a subject separate from marketing on a domestic scale, and this is perhaps one reason why it has been difficult to arrive at a comprehensive yet succinct definition. One of the definitions was put forward by Walsh :

- (a) the marketing of goods and services across national frontiers
- (b) the marketing operations of an organization that sells and/or produces within a given country when:
 - (i) that organization is part of, or associated with, an enterprise which also operates in other countries; and
 - (ii) there is some degree of influence on or control of that organization's marketing activities from outside the country in which it sells and/or produces.

In other words, the term “international marketing” can be applied to the activities of the exporter and of any organization that has some international concern. A small manufacturing company can be an international marketer to a limited degree simply by distributing its products in foreign markets. Companies with overseas sales subsidiaries

or overseas manufacturing plant (whether wholly or partly owned, or operating independently and manufacturing under license) and the multinational corporation are all included in the definition.

International Marketing has also been defined as the matching of company resources to foreign customer needs in the context of achieving company goals. In Layman's terms, it is the best way of using company resources to satisfy the needs of foreign customers to the greatest benefit of the company. From another viewpoint, international marketing is the process of getting a product/service from the producer to a customer in a foreign country.



The seven stages by which a company moves from being just a company supplying the domestic market to that of being an export company may be detailed as follows:

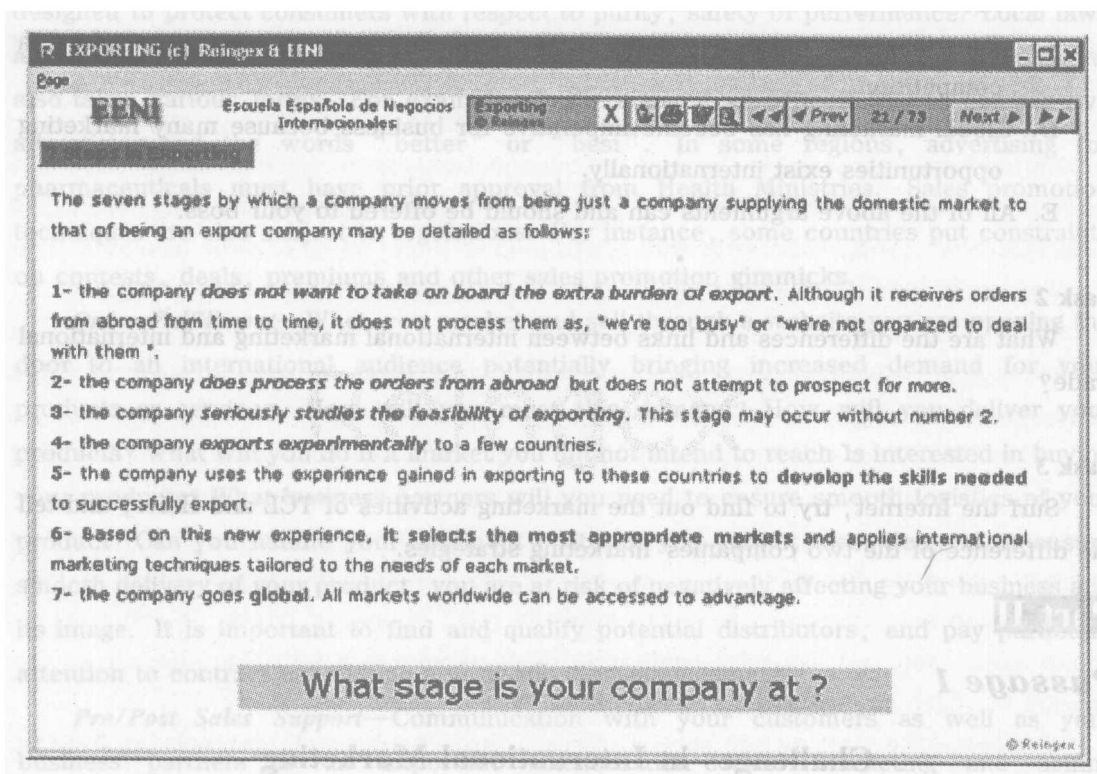
1. The company does not want to take on board the extra burden of export. Although it receives orders from abroad from time to time, it does not process them as, "we're too busy" or "we're not organized to deal with them".
2. The company does process the orders from abroad but does not attempt to prospect for more.
3. The company seriously studies the feasibility of exporting. This stage may occur without number 2.
4. The company exports experimentally to a few countries.
5. The company uses the experience gained in exporting to these countries to

develop the skills needed to successfully export.

6. Based on this new experience, it selects the most appropriate markets and applies international marketing techniques tailored to the needs of each market.

7. The company goes global. All markets worldwide can be accessed to advantage.

In order to profitably satisfy customers' needs, the firm first must understand its external and internal situation, including the customers, the market environment, and the firm's own capabilities. Furthermore, it needs to forecast trends in the dynamic environment in which it operates.



Today's markets are more volatile than before and possibly the traditional "mass media" advertising focus is no longer appropriate. One option is to attack different niches of the market where we are able to satisfy their needs and wants. This is possible with market segmentation, i. e. , dividing the market into groups of potential clients with similar needs and profiles and which present similar buying habits. The image of a country as a brand name has to be borne in mind when developing a marketing plan. Unquestionably, one of the parameters that distinguishes countries from each other is their culture. Each country has its own culture, which the marketing manager should be familiarized with.

Task 1

Your firm, a maker of industrial parts, has never engaged in International Marketing. You have just completed an examination of the firm's capabilities and the global environment. Which of the following reasons might you employ to convince your boss to think globally?

- A. To remain competitive domestically, the firm has to be competitive internationally.
- B. A global vision enables managers to understand that customer and distribution networks operate worldwide.
- C. The toughest domestic competition is increasingly coming from foreign competition.
- D. Global marketing has become imperative for business because many marketing opportunities exist internationally.
- E. All of the above arguments can and should be offered to your boss.

Task 2

What are the differences and links between international marketing and international trade?

Task 3

Surf the Internet, try to find out the marketing activities of TCL and Haier, and tell the difference of the two companies' marketing strategies.

Part II

Passage 1

Challenges in International Marketing

Before marketing yourself globally, it is important to ensure your business is ready to deal with challenges presented by the international environment including language and cultural barriers, foreign laws, order fulfillment, and pre/post sales support.

Language and Culture—Neither technical accuracy nor perfect translation is sufficient when considering the language you will communicate through. It is important to really understand how a language is used by the people in your target market.

Many of us have heard about the marketing blunders of respected multinational corporations—showing us those that do not do their research, no matter how large, are capable of making mistakes in the global environment.

Consider the following examples:

When the Pepsi slogan “Come alive with the Pepsi Generation” was translated in



Taiwanese, it came out as “Pepsi will bring your ancestors back from the dead.”

The Kentucky Fried Chicken slogan “Finger-lickin good” in Chinese, came out as “Eat your fingers off.”

General Motors realized why it wasn’t selling any Chevy Nova’s in South America, when it figured out that “nova” meant “it won’t go.” After the company figured out why it wasn’t selling any cars, it renamed the car in its Spanish markets to the Caribe.

Regional Laws—All phases of product development are affected by regulations. For example, the product itself, such as its physical and chemical aspects, is subject to laws designed to protect consumers with respect to purity, safety or performance. Local laws also affect product features such as packaging and warranties. Advertising regulations also takes various forms. For example, in Germany it is difficult to use comparative advertising and the words “better” or “best”. In some regions, advertising for pharmaceuticals must have prior approval from Health Ministries. Sales promotion techniques are also subject to regulations. For instance, some countries put constraints on contests, deals, premiums and other sales promotion gimmicks.

Order Fulfillment—When you market and sell through a website you are opening the door to an international audience potentially bringing increased demand for your products or services. How will you meet this demand? How will you deliver your products? What will you do if a market you did not intend to reach is interested in buying your products? What business partners will you need to ensure smooth logistics of your product? Can you handle your shipment costs? If you cannot meet demand or ensure smooth delivery of your product, you are at risk of negatively affecting your business and its image. It is important to find and qualify potential distributors, and pay particular attention to contract negotiation and distribution management.

Pre/Post Sales Support—Communication with your customers as well as your business partners is an important consideration when marketing and selling internationally. When a customer in an international market has a problem or would like to communicate with your company, they will most likely want to speak in their own language. They will also be interested in attaining a level of customer service that is in-line with their culture and expectations. Many businesses are able to meet customer expectations through strategic alliances or foreign distributors who deal with the local customer base on their behalf.

Task 4

Why is order fulfillment so important for an international company’s image?



Passage 2

Localization

When you market internationally, it is important to consider the language and culture of the regions in which you like to expand your presence. When you establish your website in an international environment, the content, language it is presented in and its “look and feel” will have an impact on its success. The challenge is determining how “localized” you should make your site. Will you translate your entire site for a particular market or simply translate the most important pages? Which languages will you localize into? You may also consider whether you will use graphics or not, which products you will sell, and determine how you will accept payments.

North American businesses are realizing the importance of localization for their online marketing success. In the past, the temptation was to assume that regions that understood the English language did not require a localized website. However, according to a Forrester report, customers who speak English prefer to go to sites that offer their local language as well as local product selections and relevant payment options.

How much you localize your website will depend on a number of considerations including your online objectives, the markets you would like to reach, your budget and time availability, and your products and services.

Objectives—Your online objectives can impact how much you localize your site. For instance, Forrester says that “localization turns visitors into prospects and customers”, and recommends that the more a business intends to gain actual transactions online, the more it should localize. Therefore, if your objective is to increase awareness of your business you may choose to translate only the most important pages. If you want to make sales, you may consider translating most of your site into the language of the market in which you would like to gain these sales.

Markets—The markets you choose to reach through your web presence can have an effect on the language of your site’s content, the tools you use, your payment methods, and your promotional techniques. For instance, in Europe the majority of the population understand the English language. There is also a large proportion of the population that speaks German, Spanish and French. Consequently, you may consider translating the more important pages of your site into these languages. The language factor is much more significant in the Asian market. In particular, in Japan less than 10% have any English-speaking ability, according to Forrester.

In a number of regions connectivity presents a challenge, which means that businesses that are engaged in online marketing should consider the tools they use on their site. For instance, if a region has slow connectivity, the web site should have fewer graphics.

Payment preferences are also a consideration when marketing and selling online.

For example, Germany, France and the UK have varying payment method preferences. According to Forrester, the French prefer checks, while UK consumers prefer credit cards. Aial Global Reach states that while credit cards are rare in Germany; many new bank customers are given a debit card, which can be used to buy online. Generally, however, Germans tend to want the option to pay by invoice.

According to DoubleClick, one of the most common promotional techniques in Western Europe is e-mail marketing, which is used by 31% of marketers. UK businesses use e-mail marketing the most at 58% . Targeted banners and newsletters follow close behind. The markets you are interested in accessing will impact the promotional techniques you use.

Budget and Time Availability—Translation services can be very expensive, particularly when localizing an entire site. The cost may also vary according to the language you would like to translate your site into. Continually updating a site that is completely localized becomes a time consuming and expensive task. Each time you make a change or an addition you will need to translate it into the appropriate language.

Products and Services—According to Global Reach, for technical products and services, English is often sufficient. Therefore, the only pages that require translation may be short summary pages that describe the offer and then link into more detailed pages in English. The translated pages become the “hook” that gains the interest of visitors.

The general consensus is that if you want to reach global markets, you will need to translate at least part of your site. Depending on how much you want to penetrate into international markets, it may be necessary to have a separate site for each market. Ultimately, the process should be a “phased-in” approach that takes into consideration your products and services, resources, market and long-term objectives.

Task 5 Questions.

What are the major impacts of multinational corporations' localization on the local society?

Background Information

Smart Globalization

Being first and biggest in an emerging market isn't always the best way to conquer it. A better tactic: Learn local cultures and build a presence carefully.

A television ad running these days in India shows a mother lapsing into a daydream : Her young daughter is in a beauty contest dressed as Snow White, dancing on a stage. Her flowing gown is an immaculate white. The garments of other contestants, who

dance in the background, are a tad gray. Snow White, no surprise, wins the blue ribbon. The mother awakes to the laughter of her adoring family—and glances proudly at her Whirlpool White Magic washing machine.

The TV spot is the product of 14 months of research by Whirlpool Corp into the psyche of the Indian consumer. Among other things, the Benton Harbor company learned Indian homemakers prize hygiene and purity, which they associate with white. The trouble is, white garments often get discolored after frequent machine-washing in local water. Besides appealing to this love of purity in its ads, Whirlpool custom-designed machines that are especially good with white fabrics.

Whirlpool hasn't stopped there. It uses generous incentives to get thousands of Indian retailers to stock its goods. To reach every cranny of the vast nation, it uses local contractors conversant in India's 18 languages to collect payments in cash and deliver appliances by trucks, bicycles, even oxcarts. Since 1996, Whirlpool's sales in India have leapt 80% —and should hit \$ 200 million this year. Whirlpool now is the leading brand in India's fast-growing market for fully automatic washing machines.

Whirlpool's success story stands out in a time when Corporate America doesn't talk much about emerging markets. Things were different a decade ago. That's when Western economies had stalled, so expanding operations into the fast-growing, heavily populated lands of Asia, Latin America, and the old Soviet bloc was a top priority. The approach to globalization then was brutally simple: get in fast, strike mega deals with top officials, and watch the profits roll in. Multinationals figured local consumers would snap up their products at a premium. Thus AT&T promised some 20 ventures in China, from state-of-the-art telecom factories to research labs. Enron Corp negotiated giant power plants and pipeline projects in India, Indonesia, and Bolivia. General Motors Corp envisioned an Asia wide network of car plants, led by its \$1.2 billion facility in Shanghai.

Sense and Sensibility Many of these bets fizzled or disappointed. Enron's \$4 billion Indian power plant is a debacle. Other multinationals saw that local competitors can catch up fast—and beat them in price and marketing. Tumbling trade barriers are making local production less essential. Meanwhile, a globalization backlash has forced companies to view their activities in poor nations in a different light. Exxon Mobil, Cargill, Freeport-McMoRan, and Royal Dutch/Shell became targets of local uprisings over oil, mining, and other projects in Indonesia, India, and Nigeria. McDonald's, KFC, and Philip Morris have endured withering criticism at home and abroad for aggressively pushing inappropriate products and ignoring local sensibilities.

The financial crises that ravaged nations like Mexico, Thailand, Russia, Brazil, and Turkey didn't help. Suddenly, “emerging markets” connoted excessive risk. Indeed, compared to the booming U. S. of the late '90s and a unifying Western Europe, emerging markets looked irrelevant to many executors. After explosive growth in the early 1990s,

foreign direct investment by U. S. companies in East Asia, excluding Japan, plunged by 74% to \$1.33 billion from 1997 to 2000, estimates the U. S. Commerce Dept. The drops have been nearly as dramatic in Latin America and Eastern Europe.

But as Whirlpool and other U. S. companies such as Kodak, Citigroup, and Hewlett-Packard are proving, investing time and energy to understand societies in developing nations can pay rich returns. Rather than swinging for the fences with mega-projects or costly takeovers, the smarter approach is to methodically build a presence from the ground up.



Some of the best investments are the most economical—small corner kiosks instead of full-blown stores or bank branches, say, or a tie-up with a savvy local player who owns a factory. Says Bain & Co global strategist Chris Zook: “Companies are trying to figure out how to build on their strengths, as opposed to throwing a bunch of Hail Mary passes in the hope they connect.”

Above all, smart globalization requires extensive homework. Companies are starting to work closely with bureaucrats, entrepreneurs, and social groups at the grass roots. Not only is it easier to head off a local political backlash by cooperating with local players early; multinationals are also finding they can save enormous resources—and develop products local consumers really need.

Whirlpool has learned many of these lessons. Eight years after launching its global blitz in 1989, it took a \$294 million writedown to shed two of the four appliance plants it built in China. “What we absolutely missed was how fast these markets would become saturated,” concedes CEO David R. Whitwam. “We could build plants around the world, but where you fail is in the marketplace.”

Now, Whitwam believes Whirlpool is on track. Besides its sophisticated marketing and inroads with local distributors, the company reorganized its global factory network. For all appliances, it devises basic models that use about 70% of the same parts. Then it modifies its machines for local tastes. Whirlpool has an incentive to get it right: In 2009, it expects demand for big appliances in the U. S. to remain flat, while it projects demand overseas will grow 17% , to 293 million units.

Similar dynamics are pushing other companies to renew their global focus. Developing nations are still likely to grow much faster than the industrial West for at least a decade (chart). What’s more, most multinationals today target mainly the richest 10% of the global population. They’ve yet to reach the 4 billion who earn the equivalent of \$1,500 or less annually. Few can afford a PC, car, or mortgage now. But many experts argue they will be the greatest source of future global growth. That’s why Hewlett-Packard Co has launched a drive to help stimulate computer use in villages from Central America to Africa. The HP program also is politically shrewd: It promotes the