市场营销管理系列·英文版

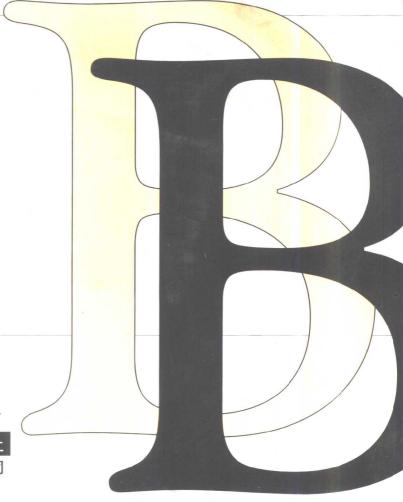
# 全球营销原理

Principles of Global Marketing

著

沃伦· J· 基坎

马克·C·格林



**②**中国人民大学出版社

PRENTICE HALL 出版公司

市场营销管理系列·英文版

# 全球营销原理

Principles of Global Marketing

> 沃伦·J·基坎 Warren J. Keegan (美国佩斯大学鲁宾商学院)

著

马克·C·格林 Mark C.Green

(美国辛普森学院管理、会计与经济学系)

中国人民大学出版社 PRENTICE HALL 出版公司

#### 图书在版编目 (CIP) 数据

全球营销原理:英文/基坎 (Keegan, W.J.), 格林 (Green, M.C.) 著·英文版 北京:中国人民大学出版社,1998.8 (市场营销管理系列·英文版) 书名原文: Principles of Global Marketing

ISBN 7-300-02702-4/F·831

I.全…

Ⅱ.①基…②格…

Ⅲ.国际市场-市场营销学-英文

IV.F740.2

中国版本图书馆 CIP 数据核字 (98) 第 14690 号

Warren J. Keegan and Mark C. Green: Principles of Global Marketing Copyright@1997 by Prentice Hall, Inc. All rights reserved. For sale in P. R. China only

本书英文影印版由中国人民大学出版社和 Prentice Hall 出版公司合作出版,未经出版者书面许可,不得以 任何方式复制或抄袭本书的任何部分。

本书封面贴有 Prentice Hall 防伪标签,无标签者不得销售。 版权所有,翻印必究。

市场营销管理系列·英文版

### 全球营销原理

沃伦·J·基坎 马克·C·格林

出版: (7//• 中国人民大学出版社

(北京海淀路 157 号 邮码 100080)

Prentice Hall 出版公司

发 行:中国人民大学出版社

经 销:新华书店

印 刷:涿州星河印刷厂

开本: 787 / 1092 毫米 16 开 印张: 27.5 插页 1 1998年9月第1版 1998年9月第1次印刷

印数: 1-5 000

定价: 35.00 元

(图书出现印装问题,本社负责调换)

### 《市场营销管理系列·英文版》

# 出版说明

随着我国改革开放的不断深入和市场经济体制的建立,市场营销已成为工商企业的重要管理职能。近年来,由于跨国公司的大量进入和国内企业的快速成长,市场供求关系发生了很大变化,竞争日趋激烈。在市场短缺成为历史,消费者成为市场主导的条件下,营销竞争已成为企业竞争的主要手段。许多企业从过去只重视引进技术、引进设备、引进产品,进而认识到引进新的营销理念和技术,主动满足消费者需要,谋求竞争优势的重要性。

为使中国读者能够尽快了解和吸收国际营销学界的最新研究成果,提高营销管理水平,中国人民大学出版社与著名的美国 Prentice Hall 出版公司继《工商管理精要系列·影印版》之后,共同合作推出了这套《市场营销管理系列·英文版》,以期为中国各管理院校的营销教学和企业营销、管理人员提供优秀的原版图书。

本丛书所选图书均系美国营销学界有影响的各大学教授所著,内容涵盖了营销管理的各个重要领域,全面反映了美国营销学界 90 年代以来的理论研究和实践探索水平。因而受到美国和世界各国(地区)的大学和管理学院营销专业师生,以及企业营销、管理人员的普遍欢迎。本丛书中的大部分版本都已多次再版,畅销不衰。我们期望这套丛书的出版,能为我国的营销管理教育提供最新的理论、方法和可借鉴的教学模式,同时,也能对企业的营销管理水平和营销人员素质的提高有所帮助。

在《工商管理精要系列·影印版》出版后,我们曾收到许多读者的来信和电话,希望再出英文版图书时,将序言和目录译为中文,作为对原版的一种导读,供读者阅读时参考,同时仍保留英文版中的序言和目录。为此,我们在本丛书中作了这方面的努力。这样做虽然增加了不少工作量,但如果能给需要中文导读的读者们提供一些方便,我们便会感到欣慰。

本丛书在选择和论证过程中,得到了中国人民大学工商管理学院吕一林副教授、对外经济贸易大学国际工商管理学院傅慧芬副教授、复旦大学管理学院王方华副教授的大力支持和帮助,许多专家和学者参与了本丛书前言和目录的翻译和审校工作,在此谨向他们一并致以敬意和衷心的感谢。

中国人民大学出版社 Prentice Hall 出版公司 1998年8月

# 前言

《全球营销原理》沿袭了其前身《跨国营销管理》的风格, 那是一本在1974年一经出版,就在国际营销领域开创了新篇章的佳作。该书第一版就超越了传统的出口贸易分析方法,而采用一种具有战略意义的思路,使其能够反映跨国公司日益增长的重要性、最新的研究进展和创业者最先进的经验。同时,这本书把教科书与研究生课堂分析案例有机结合在一起,从而立即在世界范围内获得了成功。现在的这本《全球营销原理》就是它的第五版。每一次改版的方针不仅仅是要反映当时的状况,而且要预示这一领域的发展方向,同时还要保证该书成为领先的、具有MBA水平的权威地位和国际市场营销人员的参考教程。

《全球营销原理》沿袭了以前版本开创新领域的一贯传统,采用了一种具有战略意义的环境分析方法。它分析了经济、社会、文化、政治、法律和金融环境等要素,同时提供了一整套概念与分析工具,为学生在全球营销中成功地运用 4Ps 法 (产品、定价、定位与促销)做了最充分的准备。

本书在写作中一直以当代学生为对象。越来越多的商学院和教师开始认识到国际市场营销是现代课程中不可缺少的一课。作者意识到现在市面上尚无一本教材可以把市场营销的动力机制和兴奋的感觉传递给学生,这种动力机制和兴奋的感觉使全球市场营销成为一种迷人的、具有时代感的研究;同时作者也吸取了自己在世界各地最直接的经历:美洲(南美、北美)、亚洲(东亞、中亚、西亚)、欧洲(西欧、中欧、东欧)、非洲乃至中东。这么做的结果使这本书满足了世界各地学生对教科书的要求,既具有很强的可读性又通俗易懂。每一章都有几个彩色的图例使全球市场营销更为生动。章节开篇首先介绍一个直接与章节主题和内容相关的公司、国家(地区)或是一个全球市场营销的案例。此外,每一章还包括一个或几个真实的例子。主要集中于:正在实施中的全球市场营销方案、投机与风险;一些不一定非要通过《纽约时报》才知道的幕后交易;以及可以公开谈论的一些话题。同时还有对进行全球市场营销人员构成挑战的那些有趣的文化差异。

我们作了专门的努力把一些杰出的案例包括在《全球营销原理》这本书中。这些案例都很短,可以很快地读完;同时,他们能引发激起学生兴趣和研究的话题,激发课堂讨论,强化课堂体验(无论是对指导老师还是对学生),每一个章节和案例都曾经历了教学实践的考验。

为了获取关于全球市场营销正文的最为全面的补充材料,我们倾注了极大的心血。 下面是关于这些补充材料的简介,希望能对使用本书作教材的机构有所帮助。

2

### 含测验题库的教学参考书①

这本教学参考书集中了作者多年来教授全球市场营销的经验,其内容包括:简要的课程进度安排、各章总结、课后讨论题答案、案例意见、案例教学建议、案例讨论题答案、言简意赅的幻灯片、录像教学点子、录例目标、与教材相配套的补充材料目录。测验库中包括1000道是非题、选择题、简答题和论述题。这些测试题与教科书密切相关,确保了教科书的高质量。

### PHCT (学生测试库) 软件

以 ESA (工程软件协会) 开发的最为畅销的代表了最新科技水平的软件程序为基础, PHCT 软件将测验库的内容进行了功能强大的软件包装。该软件从用户的需要出发, 可以使教学者既轻松又迅速地量体裁衣制做出决不会出错的测试题。无论您使用 DOS 版本还是 WINDOWS 版本, 您都可以出考题、用传统方式或用在线管理判分等, 所有这些都可以通过点击鼠标完成。

### 幻灯片

在教师参考用书中有帮助放 75 张彩色幻灯片的操作指示。这 75 张幻灯片体现了教 科书的主要内容。

### 电子幻灯片

对采用这本教科书的机构,另附一张软盘可供使用。这张软盘适用于微软视窗 PowerPoint4.0版本的彩色界面。

### 录像带

几种不同的录像带可用于帮助举例说明全球市场营销的运作。

- "纽约国际广告节获奖者集锦" I~Ⅲ卷,收集了来自25个国家的效果最佳的电视和摄影广告,这些广告可以向学生们提供第一手国际性的有关说服消费者策略的例子,供其比较和研究。
- 公司案例录像带显示了各知名大公司的全球营销活动。其中包括 MTV 公司对全球标准化与适应化的解决方法; DHL 的全世界范围送达战略; Land'S End'S 公司针对亚洲和欧洲消费者的直接营销技术等。

① 此教学参考书和以下的软件、幻灯片、电子幻灯片、录像带版权未授与中国人民大学出版社。

我们慎重地把一些可能使学生从概念的核心要素中分析的无关信息删除,以便给指导老师留出时间在课堂上安排一些他们自己挑选的阅读材料、案例和方案。对于探讨全球市场营销的本书作者而言,一个经常存在的挑战就是变化的速度太快了。昨日的不可能到今日却成了现实,于是这些书很快就会过时。我们意识到了这个事实,所以在本书出版的第二年,我们将提供网上帮助,包括回答经常被问到的问题、更新案例与编译数据,以及评论新的发展趋势等。此外,读者还可以进入一个交互式主页,这一主页将为全球的老师和同学提供分享问题、答案和有关全球市场营销独到见解的机会。

### 致谢(略)

沃伦·J·基坎 马克·C·格林

Principles of Global Marketing traces its ancestry to Multinational Marketing Management, a book that broke new ground in the field of international marketing when it was published in 1974. The first edition moved beyond the traditional export trade approach and adopted a strategic approach that reflected the growing importance of multinational corporations, the latest findings of research, and the most advanced experience of practitioners. This book combined text with classroom-tested, graduate-level cases and was an immediate worldwide success. Now titled Global Marketing Management, the book is currently in its fifth edition. The objectives of each revision have been not only to reflect current practice, but also to anticipate the direction of development in the field and maintain the book's authoritative position as the leading MBA graduate-level and reference text for practitioners of international marketing.

Principles of Global Marketing continues the groundbreaking tradition of this book. PGM takes a strategic and environmental approach by outlining the major dimensions of the economic, social and cultural, political, legal, and financial environments and providing a set of conceptual and analytical tools that will prepare students to successfully apply the 4P's (prod-

uct, price, place, promotion) to global marketing.

This book has been written with today's student in mind. Business schools and faculty have increasingly recognized international marketing as an integral course in the modern curriculum. The authors realized that none of the available textbooks conveyed the dynamism and excitement that makes global marketing such a fascinating and timely topic of study, and have drawn on their direct experience in every world region: the Americas (North and South), Asia (East, Central, and South), Europe (West, Central, and East), Africa, and the Middle East. The result is a text that addresses the need of students in every part of the world for a textbook that is both readable and accessible.

Each chapter contains several color illustrations that bring global marketing to life. Chapteropening vignettes introduce a company, a country, a product, or a global marketing issue that directly relate to chapter themes and content. In addition, every chapter contains one or more real-world boxed examples. These focus on: global marketing in action, risks and gambles, behind-the-scenes descriptions of things you don't necessarily discover by reading The New York Times; issues that are "open to discussion," and the fascinating cultural differences that challenge the global marketer.

We made a special effort to include outstanding cases in Principles of Global Marketing. The cases are short and can be covered in an efficient manner. At the same time, they introduce issues that will stimulate student interest and learning, provoke class discussion, and enhance the classroom experience for instructor and student alike. Every chapter and case has been classroom-tested.

Great care has been taken to produce the most comprehensive supplements available for any

text on global marketing. Following is a list of the ancillary materials that are available to institutions that adopt this text.

#### INSTRUCTOR'S RESOURCE MANUAL WITH TEST ITEM FILE

This manual has been assembled based on the authors' combined experience teaching global marketing. Included are sample syllabi, chapter summaries, answers to end-of-chapter discussion questions, case tips, case teaching suggestions, answers to end-of-case questions, transparency masters with informative notes, video teaching tips, video resource list, list of supplementary materials that pertain to class material which can be obtained from outside sources. The Test Bank includes approximately 1000 true/false, multiple-choice, short-answer, and essay questions. The authors wrote the questions to ensure high-quality and correlation to the text.

# PRENTICE HALL CUSTOM TEST (DOS AND WINDOWS VERSIONS)

Based on the #1 best-selling, state-of-the-art software program developed by Engineering Software Associates (ESA), *Prentice Hall Custom Test* merges the Test Item File with a powerful software package. Custom Test's user-friendliness allows the instructor to create tailor-made, error-free tests quickly and easily. Whether you work in a Windows or DOS format, with Custom Test, you can create the test, administer it traditionally or on-line, and evaluate and track the student's performance—all with the click of a mouse.

#### **TRANSPARENCIES**

Notes are provided in the Instructor's Resource Manual to aid with the presentation of 75 full-color overhead transparencies of major text concepts.

### **ELECTRONIC TRANSPARENCIES**

A disk with Microsoft PowerPoint 4.0 for Windows color presentation is available to institutions that adopt this text.

#### VIDEOS

Several different videos are available to help illustrate the practice of global marketing.

- The New York Festivals International Advertising Awards winners reels, Volumes I–III give students examples of the most effective television and cinema advertising from over 25 countries, and let them compare and contrast international consumer persuasion tactics firsthand.
- Corporation case videos demonstrate the global marketing activities of well-known companies. Among others, MTV's approach to global standardization vs. adaptation issues, DHL's strategy for worldwide delivery, and Land's End's direct marketing techniques for Asian and European consumers, are explored.

We were meticulous about excluding extraneous information that would distract students from the core elements of the discipline thereby allowing instructors the time to include readings, cases, or projects of their choice in the class syllabus. One of the constant challenges to authors of books about the global market is the rate of change. Yesterday's impossible becomes today's reality. Books are quickly outdated by events. We recognize this fact and in the second year of the book's publication will offer on-line support, to include answers to frequently asked

questions, updates on cases and statistics, and comments on trends and new developments. In addition, readers will have access to an interactive home page that will provide an opportunity for students and faculty around the world to share questions, answers, and insights about global marketing.

#### **ACKNOWLEDGMENTS**

This book reflects the contributions, labor, and insights of many people. I would like to thank my students, clients, and colleagues for their reflections and contributions. There are so many, it is difficult to single out individuals, but I would especially like to thank: Peter Allen, Jaime Alverez, James L. Bauer, Steve Blank, Jean Boddewyn, Lawrence G. Bridwell, Steve Burgess, Victoria Chaney, Arthur Centonze, Bertrand De Frondeville, John Dory, Bob Fulmer, Steve Kobrin, Jean-Marc de Leersnyder, Susan Douglas, Donald Gibson, Jim Gould, Handi Irawan Djuwadi, Salah Hassan, David Heenan, Peter Hoefer, Robert Isaak, Hermawan Kartajaya, Suren Kaushik, Mark Keegan, Hermann Kopp, Jem Li, Raymond Lopez, John Miranda, Dorothy Minkus-McKenna, Stan Paliwoda, Howard Perlmutter, Robert Radway, Alan Rugman, John Ryans, Rolf Seringhaus, Donald Sexton, Francoise Simon, Oleg Smirnoff, Ralph Z. Sorenson, Earl Spencer, Moshe Speter, John Steams, William Stolze, John Stopford, Jim Stoner, Martin Topol, Robert Vambery, Terry Vavra, Len Vickers, Dianna Powell Ward, Colin Watson, Kathy Winsted, Dominique Xardel, George Yip, Margaret Young, and Alan Zimmerman.

I would especially like to acknowledge the many contributions of the students in my doctoral seminar on global strategic marketing. My faculty assistants, Jennifer Fish and Katariina Hytonen provided valuable research assistance, and my secretaries, Gail White and Mary O'Connor provided, as always, excellent secretarial support with a cheerful attitude.

The talented and creative support of our editor, David Borkowsky has been invaluable. David was quick to recognize the great potential of this manuscript and encourage our collaboration.

Warren J. Keegan

I am indebted to many colleagues and friends who carefully read and critiqued individual chapters of manuscript. Their comments helped us to improve the clarity and readability of the text. In particular, I would like to thank Jerry Anderson, Susan Anderson, Margaret Aten, Frank Colella, Cherie Francisco, Bob Gieber, Lisa Green, Kathy Hill, Derek Hulme, Kate Joeckel, Simon Lambert, Brian Larson, Eduardo Magalhaes, Keith Miller, Mark Miller, and Marilyn Mueller.

I would also like to acknowledge the many Simpson College students who supported the writing effort by suggesting improvements to the manuscript as it evolved over several semesters. Special thanks go to Anita Archibold, Donni Alley, Kim Bakker, Melinda Baumgarten, Alison Beaver, Stephanie Bowman, Colleen Crowley, Jennifer Feuling, Nan Freeman, Mary Gehrmann, Alexander Gilfanov, Alissa Harter, Wouter Herzberger, Clay Hess, Juli Holmes, Todd Jones, Danielle Kuehl, Todd Larson, Kari Langbehn, Melissa Morrison, Kathy Myers, Hope Nafziger, Nicole Noelck, Alexandre Plokhov, Jen Popovich, Leslie Reynolds, Julie Roberts, Jennifer Schulz, Kevin Schwery, Sascha Silvaratnam, Brad Sperbeck, and Menghen Zhou.

A special note of thanks goes to Kristie Ellingson at Dunn Library for her tireless efforts to expedite the interlibrary loan process.

To Bryan Ferry, Loreena McKennitt, Sam Phillips, and Pink Floyd, thanks for the ambiance and the atmospherics.

Mark C. Green



We are grateful to the many reviewers of this text who teach global marketing on three continents. The suggestions, insights, and examples they provided were extremely helpful in crafting our final product.

Douglas N. Behrman Florida State University

Paul Chao University of Northern Iowa

John S. Ewing
California State University—Chico

Tom Gillpatrick
Portland State University

Rolf Hackmann Western Illinois University

Richard T. Hise Texas A & M University

Alican Kavas Michigan State University

Hiroshi Kosaka Josai University (Japan)

Hugh Kramer University of Hawaii—Manoa

Kenneth Lord Niagara University

John Lox Mississippi State University

Charles S. Madden Baylor University

Lalita Manrai University of Delaware Carla Millar
City University Business School (England)

David J. Moore University of Michigan

Alphonso Ogbuehi Christopher Newport University

Agnes Olszewski Seton Hall University

Anne C. Perry
The American University

Alfred Quinton
Trenton State College

David McHardy Reid University of Hong Kong

Jan N. Sajkiewicz

Duquesne University

Dean C. Siewers Rochester Institute of Technology

David Snyder Canisius College

John Thanopoulos The University of Akron

Brian Toyne
University of South Carolina

Bert Valencia American Graduate School of International Management

Gerald L. Waddle Clemson University

10

# 目 录

## 第一部分 引言

第	1 章	•	全球市场简介	• 1
			第二部分 全球市场环境	
第	2 章	ì	全球经济环境	
第	3 章		区域市场特征	
第	4 章		社会和文化环境	
第	5 章		政治与法规环境	
第	6 章		全球金融环境与外汇决策	
第	7章	Ė	全球市场营销信息系统与调研	152
			第三部分 全球战略	
第	8 章	Î	走向全球化:市场细分、目标市场与资源配置决策	175
第	9 章	Ĺ	资源配置战略:出口与进口	196
第	10	章	全球市场进入战略:许可证、合资与独资企业	223
第	11	章	合作战略与全球战略伙伴关系	239
第	12	章	具有竞争优势的战略要素	255
			第四部分 全球营销综述	
第	13	章	产品策略	279
第	14	章	定价策略	306
第	15	章	全球营销渠道与物流管理	328
第	16	章	全球营销沟通策略:广告、公共关系、促销与人员推销	348

## 第五部分 全球营销战略的应用

第 17 章	全球营销的领导、组织与控制	376
第 18 章	全球营销的前景	397
词汇表…		403
作者/姓名	索引	407
主题/公司	索引	409



#### PART I INTRODUCTION

1 Introduction to Global Marketing 1
The Rest of the Story: The Global
Marketplace 11
Global Marketing in Action: Philips and
Matsushita: How Global Companies
Win 14
Case 1–1: McDonald's Expands Abroad 20
Appendix I: The Strategic Marketing Plus 2000
Conceptual Framework for Competitive Audit,
Strategy Formulation, and Capability
Enhancement 21

## PART II THE GLOBAL MARKETING ENVIRONMENT

- The Global Economic Environment 29
   The Rest of the Story: Measuring the Russian
   Economy 31
   Case 2-1: Vietnam's Market Potential 52
- 3 Regional Market Characteristics 54
  The Rest of the Story: Cuba 57
  Case 3–1: Asia-Pacific Economic
  Cooperation 80
- Social and Cultural Environments 82
   The Rest of the Story: Getting Lost in
   Translation 91
   A Matter of Culture: "Sincerely" 95
   Case 4–1: Euro Disney 106
   Case 4–2: Marketing an Industrial Product in
   Latin America 108
- 5 The Political, Legal, and Regulatory Environments 110

- Behind the Scenes: National Controls Create
  Barriers for Global Marketing 113
  The Rest of the Story: Thinking "Green" in
  Germany 114
- Case 5-1: Trademark Infringement in World Markets 131
- 6 The Global Financial Environment and Foreign Exchange Decisions 133 Behind the Scenes: A Brief History of the International Financial System, 1944–1971 136 The Rest of the Story: The Peso Crisis 140
  - Behind the Scenes: Hedging at Sun Microsystems 145 Case 6-1 All for One: European Monetary Union in 1999? 150
- 7 Global Marketing Information Systems and Research 152
   The Rest of the Story: Club Med 154
   Behind the Scenes: Benetton's Information
  - System 160
    Case 7–1: Research Points Whirlpool Toward
    Global Market 173

#### PART III GLOBAL STRATEGY

Going Global: Segmentation, Targeting, and
Sourcing Decisions 175
The Rest of the Story: Smoking in the Free
World 183
Global Marketing in Action: Targeting Adventure
Seekers with an American Classic 187
Case 8–1: HarperCollins—Is the "Global Book"
a Reality? 194

Sourcing Strategies: Exporting and Importing 196
 Open to Discussion: Why Doesn't the United States Export More? 201
 The Rest of the Story: Germany's Mittelstand 203
 Global Marketing in Action: A Day in the Life of an Export Administrator 207
 Case 9–1: Concerns about Factory Safety and Worker Exploitation in Developing Countries 220

Appendix I: Export Agents and Organizations:
Definitions of Terms 221

 Global Market Entry Strategies: Licensing, Joint Ventures, and Ownership 223
 The Rest of the Story: Gerber's Global Strategy 225

Global Marketing in Action: Ford Bets Billions on Jaguar 231

Case 10–1: Federal Express Encounters
Turbulence in the Global Package Express
Business 237

Cooperative Strategies and Global Strategic

 Partnerships 239

 The Rest of the Story: Iridium 243
 Case 11–1 Airlines Take to the Skies in Global

 Strategic Alliances 254

Strategic Elements of Competitive
 Advantage 255
 The Rest of the Story: Ikea 262
 Case 12–1: The Photo Wars: Fuji versus
 Kodak 277

#### PART IV THE GLOBAL MARKETING MIX

13 Product Decisions 279
 The Rest of the Story: Swatchmobile 286
 A Matter of Culture: Private Labels in Global Markets 289
 Case 13–1: Philips Electronics NV: A Sleeping Giant Wakes to Discover Marketing 302
 Case 13–2: Philips Electronics NV: The Digital Compact Cassette 304

Pricing Decisions 306
 The Rest of the Story: Gray Marketing 310
 Open to Discussion: The Contrarian Views of James Bovard 318
 Case 14-1: Is the Price Right for 3DO? 326

Appendix I: Trade Terms 327
Appendix II: Section 482 of the Internal Revenue Code 327

Global Marketing Channels and Physical Distribution 328
 The Rest of the Story: Hypermarkets 338

A Matter of Culture: Channels in Less-Developed Countries 339

Behind the Scenes: A Case of Wine: Adding
Utility Through Distribution Channels 342
Case 15–1: Toys '8' Us in Japan 346

16 Global Marketing Communications Decisions: Advertising, Public Relations, Sales Promotion, and Personal Selling 348

The Rest of the Story: Adidas 350 Global Marketing in Action: Global Campaigns

Global Marketing in Action: Global Campaigns
for Global Products 355

Open to Discussion: Regulation of Tobacco Advertising 357

Case 16-1: Benetton Group SpA: Raising Consciousness and Controversy with Global Advertising 370

Appendix I: World Advertising Expenditures 372

# PART V IMPLEMENTATION OF GLOBAL MARKETING STRATEGY

17 Leading, Organizing, and Controlling the Global Marketing Effort 376The Rest of the Story: Rupert Murdoch's News

Corporation 380
Global Marketing in Action: Moving
Headquarters Abroad 386

Case 17-1: Volkswagen AG: Rough Road for a Would-Be Global Automaker 393

Case 17–2: Kazuo Inamori: Spiritual Leadership at Kyocera Corp. 395

18 The Future of Global Marketing 397 Open to Discussion: Is Competitiveness a Dangerous Obsession? 399 Appendix I: Japanese "Lean" Auto Production 400

GLOSSARY 403

AUTHOR/NAME INDEX 407

SUBJECT/COMPANY INDEX 409

# Contents

Preface xix Reviewers xxiii

PART I INTRODUCTION

```
1 Introduction to Global Marketing 1
   OVERVIEW OF MARKETING 2
     Customer Value and the Value Equation 3
     Competitive Advantage 4
   GLOBAL MARKETING WHAT IT IS AND WHAT IT ISN'T 4
   THE IMPORTANCE OF GLOBAL MARKETING 7
   MANAGEMENT ORIENTATIONS 8
     Ethnocentric Orientation 9
     Polycentric Orientation 11
     Regiocentric and Geocentric Orientations 12
   FORCES AFFECTING GLOBAL INTEGRATION AND GLOBAL MARKETING 13
     Driving Forces 13
        Regional Economic Agreements 13
        Market Needs and Wants 14
        Technology 15
        Communication and Transportation Improvements 15
        Product Development Costs 15
        Quality 15
        World Economic Trends 16
        Leverage 16
      Restraining Forces 17
        Management Myopia and Organizational Culture 17
        National Controls 18
    OUTLINE OF THIS BOOK 18
```

PART II THE GLOBAL MARKETING ENVIRONMENT

2 The Global Economic Environment 29
THE WORLD ECONOMY—AN OVERVIEW 30
ECONOMIC SYSTEMS 32
Market Allocation 32

```
Command Allocation 32
     Mixed Allocation 33
  STAGES OF MARKET DEVELOPMENT 33
     Low Income Countries 33
     Lower-Middle-Income Countries 34
     Upper-Middle-Income Countries 35
     High-Income Countries 35
     Basket Cases 36
   THE PRODUCT TRADE CYCLE MODEL 36
     Market Development and Consumption in the 21st Century 38
  INCOME AND PURCHASING POWER PARITY AROUND THE GLOBE 39
   THE LOCATION OF POPULATION 44
   MARKETING AND ECONOMIC DEVELOPMENT 45
   BALANCE OF PAYMENTS 46
   TRADE PATTERNS 48
     Merchandise Trade 48
     Services Trade 50
3 Regional Market Characteristics 54
   ECONOMIC COOPERATION AND PREFERENTIAL TRADE
     ARRANGEMENTS 55
   The World Trade Organization and GATT 55
     Free Trade Area 57
     Customs Unions 58
     Common Market 58
     Economic Unions 58
   REGIONAL ECONOMIC ORGANIZATIONS 59
     North American Free Trade Agreement (NAFTA) 59
     Central American Common Market (CACM) 60
      Andean Group 60
      Southern Cone Common Market (Mercosur) 61
     Caribbean Community and Common Market (CARICOM) 62
      Association of Southeast Asia Nations (ASEAN) 62
      European Union (EU) 64
      European Economic Area (EEA) 65
      The Lomé Convention 65
      Central European Free Trade Association (CEFTA) 65
      Cooperation Council for the Arab States of the Gulf 66
      Economic Community of West African States (ECOWAS) 66
      South African Development Coordination Conference (SADCC) 67
   REGIONAL MARKET CHARACTERISTICS 67
      Western Europe 68
      Eastern and Central Europe 68
      North America 71
      Asia/Pacific 71
        Japan 72
        Singapore 73
        India 74
        Oceania 75
      Latin America 75
      Middle East 76
      Africa 77
    MARKETING IN LESS-DEVELOPED COUNTRIES 78
```