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# INTERNATIONAL MARKETING STRATEGY

# 国际营销战略

Fifth Edition

Frank Bradley (爱尔兰) 著

外语教学与研究出版社

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俞利军 导读

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# Preface

The study of international marketing strategy is concerned with the strategic and operational marketing issues that arise in response to continuing growth in trade. It also involves the concomitant availability of a myriad of new products and services, the dramatic increase in mobile foreign investment, the widespread movement of people and the pervasiveness of international competition at the level of the firm.

Two major forces shape the global economy today — political and economic convergence and market consolidation shaped by information technology. First, the increasing political and economic convergence manifested in new and enlarging trade blocs and increased militarism and global terrorism is forcing international firms to reconsider their marketing strategies. To survive in this environment, companies must adopt flexible international marketing strategies. Firms that avoid international markets or do not have flexible or well-developed international strategies often discover that they face competition not just from agile internationally oriented domestic firms but also from aggressive foreign competitors seeking to expand abroad. The firm competes, therefore, in a global marketplace. Second, the impact of improvements in communications technologies, especially electronic communications, is forcing change on the international firm. These improvements are due to the rapid changes in all forms of technology that have resulted in access for many to low-cost communications that has opened markets to customers throughout the world.

The growth of brands in international markets represents the most powerful way the company responds to the two forces identified above. The provision of information through corporate, product and service branding has become a phenomenon of the global marketplace. The firm develops its international marketing strategies and implements them in the context of a complex and changing technological and competitive environment. In doing so it must also respond to the needs and demands of a myriad of customers located in many different countries and influenced by many different cultures. At the same time the firm must cope with competition in each of its markets.

There are few companies that are not affected, therefore, by trends in international markets. More open and integrated international markets create opportunities and competitive challenges for the firm seeking profitable growth. To succeed in such an environment managers must be flexible and be able to develop and implement



dynamic international marketing strategies. It is necessary, therefore, for the international firm to be able to develop cost-effective and international marketing strategies that can be implemented. Managers of international firms face two challenges: to ensure that strategy does not reflect the biases rooted in the company's successes in the domestic market; and once a viable strategy is discovered, to ensure that resources are allocated in a way that accurately reflects the strategy.

## Objectives

*International Marketing Strategy, 5e* engages readers and helps them understand the full range of tasks facing the firm in international marketing. The book explains how to integrate the various market entry and development strategies into a series of decisions that reflect an interplay of the international marketing environment, technological forces and the strengths and weaknesses of the firm. After reading this book the reader should be able to:

- evaluate and integrate a wide range of management concepts with a focus on the international marketing tasks facing the firm
- analyze management problems facing the firm in international markets
- select and evaluate appropriate conceptual frameworks
- identify courses of international marketing action
- develop international marketing strategies for consumer products firms, industrial products firms and services firms, irrespective of size or ownership structure
- decide the appropriate way of entering chosen foreign markets
- know how to implement the international marketing strategy selected through suitable methods of pricing and distribution supported by appropriate international marketing negotiations strategies.

## Target audience

The fifth edition has been written specifically for:

- postgraduate students specializing in international business with marketing as a major topic
- senior undergraduates who already have studied a marketing management course
- research students in other areas of business who are interested in the internationalization of the firm and who require a managerial orientation in their study
- senior executives pursuing management development courses in global strategy.

The book should also be of special interest to the manager who thinks strategically about the development and growth of the firm in international markets and to managers who wish to keep abreast of the most recent thinking in their specialized field.

## Unique features

*International Marketing Strategy, 5e* is international both in terms of the sourcing of its material and in the treatment of the subject matter — it is not merely a book on marketing management to which an international emphasis has been added. The material has been written from the point of view of the firm competing in international markets irrespective of country of origin and is strongly research based. This book has three important content features:

- it is based on tested frameworks and concepts that have been consolidated and integrated with a focus on the strategic development of the firm in international markets
- the practice of international marketing by actual companies is illustrated throughout the text and a series of specially selected chapter exhibits, drawn from reports of international marketing in action, provides further detail and case illustrations of international marketing in practice, and
- learning objectives and convenient summaries in each chapter provide a clear, cogent understanding of the subject matter.

## Changes in the fifth edition

The fifth edition has been extensively rewritten and contains many changes that improve the content. The same structure used in previous editions has been retained as it provides strong pedagogic support and reflects the international process followed by many firms. Much of the material has, however, been reorganized to provide greater clarity and a flow more in keeping with the process of evolution followed by firms. A number of chapters have been expanded, e.g. *Chapter 1 Scope of international marketing strategy*, *Chapter 2 International marketing in the global economy*, *Chapter 3 Company resources and capabilities* and *Chapter 5 Culture values and technology*. The chapter on pricing, *Chapter 18*, has been reduced in size. Two new chapters have been added or restructured substantially — a chapter on consumer products (*Chapter 8*) and a chapter on international market selection (*Chapter 12*).



## Outline

The material in *International Marketing Strategy, 5e* is developed from the perspective of the firm competing in international markets. The book develops and evaluates international marketing strategies for firms at different stages of their development — firms new to internationalization, firms at the growth stage and the experienced firm attempting to extend into many additional markets using a multiplicity of entry strategies to suit the circumstances faced by the firm. The focus of *International Marketing Strategy* is on how the firm copes in the international arena, not on individual elements of the international marketing mix. The material is presented in four interrelated parts:

- The first chapter, *Scope of international marketing strategy*, acts as an introduction to the rest of the book. The discussion here focuses on providing a conceptual framework to evaluate the firm in the international marketing system.
- The material in Part I, **Understanding the international marketing environment**, consists of six chapters. First we look at international marketing in the global economy. An internal analysis of the company itself is provided next, followed by an evaluation of competitors. Then a series of three chapters examines the broader environment — culture values and technology in international marketing; the political economy and created advantage — how governments attempt to create competitive advantage for their firms; and public policy and regulation — how firms cope with political risk and uncertainty.
- Part II, **Product and brand strategies in international markets**, comprises five chapters that identify approaches to developing international marketing strategies for different types of firm — the consumer products firm, the industrial products firm and the services firm. The first chapter in this section is new, Chapter 8 *The consumer products firm*. This chapter examines consumer product issues in international markets, especially product adaptation, new product development and the role of product platforms. The chapters on industrial products and services have been updated and given a greater international focus. Branding issues for all three types of firm, but especially consumer products, are discussed in Chapter 11 *Building the global brand*. Another new chapter, Chapter 12 *Selecting international markets*, has been prepared by drawing on material in Chapter 8 *Profiling international product markets* of the fourth edition and by adding new material.
- The third part, **Strategic challenge of international market entry**, comprises the same four chapters as in the fourth edition, extensively rewritten. The emphasis has changed, however. In the new edition the focus is on first understanding the various modes of international market entry and then integrating these cohesively in a strategic approach to market entry.
- The last part, **International marketing operations**, contains four chapters — channels of international distribution, pricing in international markets, selling and negotiating in international markets and assessing international marketing operations and performance. The pricing chapter has been rewritten and shortened and now emphasizes exchange rate volatility and flexible pricing. The chapter on

negotiations has been focused much more on the linkage between culture, selling and negotiations and the need for effective cross-cultural communications. The last chapter now contains an outline of the planning process and a discussion of the application of strategy in the context of the firm's distinctive competencies, in addition to the established material on financial and non-financial methods of performance evaluation.

The following schematic outline of the book shows how each chapter and part fits together in a logical and structured way:

1. Scope of international marketing strategy

Part I: Understanding the international marketing environment

2. International marketing in the global economy
3. Company resources and capabilities
4. Analysis of international competitors
5. Culture, values and technology
6. Political economy and created advantage
7. Public policy risk and regulation

Part II: Product and brand strategies in international markets

8. The consumer products firm
9. The industrial products firm
10. The services firm
11. Building the global brand
12. Selecting international markets

Part III: Strategic challenge of international market entry

13. Market entry — exporting
14. Market entry — strategic alliances
15. Market entry — acquisition and direct investment
16. Market entry — a strategic approach

Part IV: International marketing operations

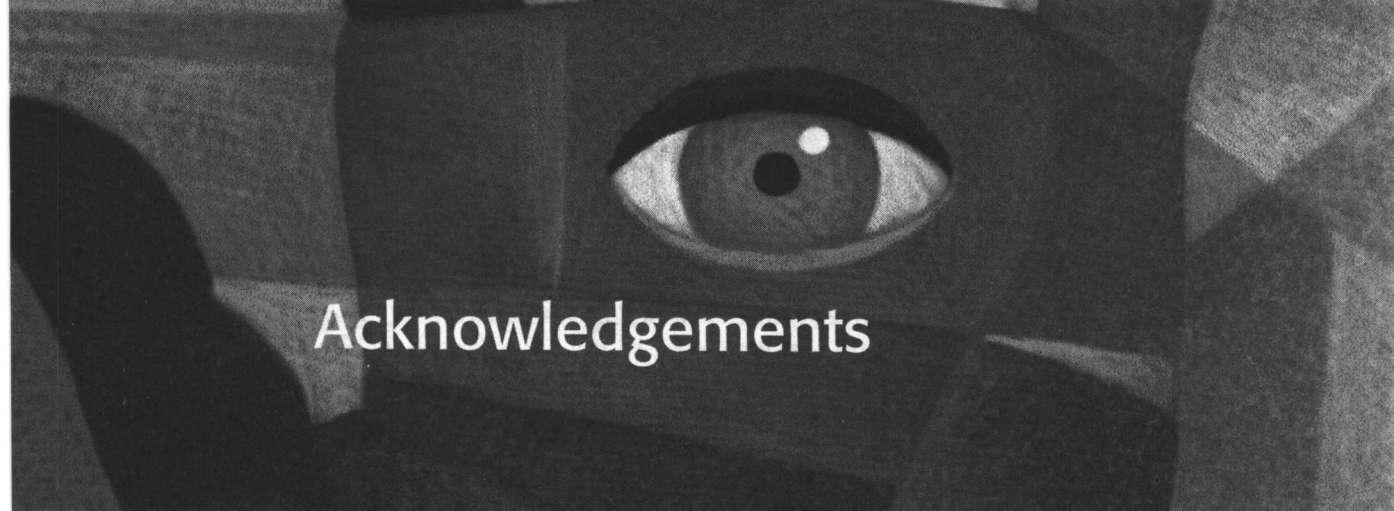
17. Channels of international distribution
18. Pricing in international markets
19. Selling and negotiating in international markets
20. International marketing operations and performance



## Note to instructors

To further enhance teaching and learning, visit [www.pearsoned.co.uk/bradley](http://www.pearsoned.co.uk/bradley) to access the Instructor's Manual which contains the following sections:

- Teaching methods applicable to international marketing
- Designing the international marketing course
- Evaluating and selecting case studies for an international marketing course
- Twenty files corresponding to chapters in the book containing learning objectives, chapter overview, detailed summary and relevant essay questions and outline answers. These files also contain 20 powerpoint files corresponding to book chapters containing slides for teaching purposes, and
- Links — a list of useful hyperlinks to pertinent international marketing websites.



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University College Dublin  
May 2004*



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The Market Research Society for an extract adapted from the article 'Asian culture — the marketing consequences' by C. Robinson published in *Journal of the Market Research Society* (38)1; The Irish Times for extracts adapted from *The Irish Times* 2 April 2004; Editions Gallimard for an extract about the Gallimard Publishing Company; The Sunday Business Post for an extract published in *The Sunday Business Post* 25 February 2001; Elsevier for an extract from the article 'Starting out right: negotiation for lessons for domestic and cross cultural business alliances' by K. K. Reardon and R. E. Spekman published in *Business Horizons* (37)1 1994; Asia Inc. for an extract adapted from the article 'Pewter King' by Cindy Tham published in *Asia Inc.* April 2004; The Wall Street Journal Europe for extracts adapted from articles published in *The Wall Street Journal Europe*; and The Economist Newspaper Limited for extracts adapted from articles published in *The Economist* © The Economist Newspaper Limited, London. Exhibit 1.5 Big names seek the safety of camouflage, from *The Financial Times Limited*, 5 February 2004, © Sarah Murray; Exhibit 5.1 The American dream gets a Latino beat, from *The Financial Times Limited*, 25 March 2004, © Sarah Murray.

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# 导 读

在企业管理课程体系中,《国际营销战略》是一门高级的专门化课程。之所以称其为高级课程,是因为它既高于《市场营销导论》、《营销学原理》这样的基础性课程,也高于《营销管理》这样的综合性课程。简单地说,《国际营销战略》是站在战略的高度分析研究国际营销的性质、范围及重要性的一门课程,它有助于我们深入了解国际化企业所面临的各种任务。

《国际营销战略》的专门化体现在两个方面:首先,它是国际营销而非一般意义上的营销,与本土营销一样,国际营销有其明确的界定和范围;其次,它的侧重点是营销战略,而非营销战术、营销管理或转型营销。简而言之,《国际营销战略》是供国际导向的学员、经理人和政府官员学习、研究企业如何进入和拓展国际市场的一门课程。具体来讲,它主要有四个基本对象:一、主要对象:MBA、EMBA和国际企业管理方向的硕士研究生;二、高级对象:产业经济学、发展经济学、国际企业管理、国际贸易、国际营销、世界经济等专业或方向的博士生;三、充电群体:企业高级主管和政府官员;四、拔高群体:外经贸类院校的本科高年级学生,他们在具备了一定的基础后也可以学习这门高级课程。

要学习一门课程,首先必须有一本好的教材。目前,国内外市场上营销方面的教材很多,国际营销学以及全球营销管理类的书籍也为数不少,但是系统化阐述国际营销战略理论的教材却是屈指可数,真正具有权威性并得到广泛认可的恐怕只有一本,那就是由都柏林大学学院布拉德利(Frank Bradley)教授撰写,由 Prentice Hall 出版的《国际营销战略》。

1991年该书初版面世,2005年推出第5版。与前4版相比,无论在内容,还是在语言材料方面,第5版都有重大的改进(其实,用“重写”这个词更为准确)。唯一不变的是,它仍然围绕企业进入国际市场、推行国际化战略过程中制定营销决策的5个阶段展开。这种结构设置不仅为教学提供了很大

方便,而且还真实有效地反映了企业国际化进程的不同演进阶段。这5个阶段不但构成了本书的基本框架和内在逻辑,而且也反映了本书的基本内容与特色。这5个阶段分别是:

1、国际营销战略的范围。它讲的是企业国际化决策,即国际营销战略的范围和国际营销的分析框架,解决企业为何、如何、何时以及何地国际化的问题;

2、国际营销环境,即企业本身的竞争实力与地位以及主要竞争对手的情况。这部分各章节还对企业运作的宏观环境进行了分析,包括国际营销中的文化因素、各国政府如何为其国内企业创造竞争优势、企业怎样应对政治风险和不确定因素等等。另外,这部分还特别对标准化与定制化进行了讨论,并提出了企业可以采用的许多国际营销基本策略,为接下来的两部分内容打下了基础。

3、企业的产品与品牌战略。在这里作者对三种不同的企业,即消费产品企业和工业产品企业和服务性企业的国际营销战略分别进行了详细的讨论。

4、国际市场准入的战略挑战。这部分介绍的是企业进入国际市场的通用模式以及应当采用何种进入模式组合(即出口、战略联盟,还是收购或直接投资)。

5、国际营销运作。这部分对国际分销渠道、定价和营销谈判等进行了讨论,其目的是执行和控制国际营销的全部作为。

概括地说,该书具有以下特点:

1、内容新。第5版对当代世界经济变化的基本现实具有相当清晰的认识。企业的国际营销战略应当适应全球化、低成本高科技传播手段和国际市场权利的转移这三大趋势。全球化使得企业必须参与国际竞争,否则就会有腹背受敌之虞——不但受到国内外向型企业的攻击,而且还会受到国外跨国经营企业的挤压。低成本高科技传播手段则使世界市场趋同,企业和产品的定位会迅速被模仿从而失去竞争优势。市场权利的转移表现为制造商的权利减小,而零售商、最终客户和消费者的权利上升,大有尾大不掉的感觉(全球消费者愈来愈像被惯坏了的独生子女,让商家觉得很难伺候)。

2、针对性强。与别的教材不同,《国际营销战略》对消费产品企业、工业产品企业和服务产品企业的战略分别进行论述,而不是盲目空泛地谈论国际营销战略问题。

3、案例丰富。本书广泛引用了许多国际化大公司的市场营销实例,便于读者更好地理解文中阐述的相关理论。

4、重点突出。全书始终强调品牌战略的重要性,因为企业、产品和服务的品牌建设已不仅是全球市场的一个突出现象,而且还是企业应对市场变化最强有力的武器。同时,该书对亚太和非洲等新兴市场也有了更多的关注。



总体而言,《国际营销战略》第5版理论架构合理、操作性强、案例新颖生动、语言直接明了,是学习领会企业国际化进程的一本好教材。学生在使用本教材时还应注意做到以下几点:

1、找一本好的入门教材,比如说阿姆斯特朗和科特勒合著的《市场营销导论》,温习一下以前学过的市场营销基础知识。大师撰写的导论性的教材一般都能做到既深入浅出又形象生动,使人能够在享受阅读的愉悦的同时迅速领会理论的核心要旨。

2、尽可能多地了解跨文化商务交流,包括文化与价值观、世界贸易组织和商务谈判等方面的知识,以便对国际营销战略有更为切实、更为内化的了解。

3、随时跟踪世界政治经济发展大趋势,掌握世界商品市场、资本市场和劳务市场的基本资讯。

市场营销是一门实用而复杂的科学,虽说理论知识的学习只需一两个学期就可以了,但要做到灵活运用则需付出毕生的努力。营销的本质是动态适应。在中国加入世界贸易组织后,我国企业要成功地实施“走出去战略”,就一定要放弃单纯国际贸易的过时做法,努力学习国际营销战略的大思维,力争早日汇入世界市场的主流。

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