

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

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工商管理经典教材·国际化管理系列  
Administration Classics

# 国际营销

INTERNATIONAL

(第12版)

MARKETING (Twelfth Edition)

[美] 菲利普·R·凯特奥拉 (Philip R. Cateora) 著  
约翰·L·格雷厄姆 (John L. Graham)  
崔新健 改编

中国人民大学出版社

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《国际营销》是国际营销领域的一本权威教材，自1971年首版推出到2005年第12版，经过不断修订和充实，框架体系日臻完善，内容更为丰富。该书突出了营销环境尤其是文化因素对于国际营销的影响，阐述了普遍适用于大多数国家或地区的国际营销分析框架。

### 内容特色

为使该书更加适合我国高校“国际营销学”课程双语教学的需求，考虑到相关专业的课程体系、教学大纲、课程学分与课时及学生对教材价格的要求，改编者根据多年使用该书第10版和第11版的课堂教学经验，在保证该书的系统性和特色的前提下，对原版书的部分内容进行了必要的改编。

本书改编奉行“思想上全球化，行动上本土化”（thinks globally and acts locally）这一国际营销的核心指导理念，改编后由原来的6大部分19章缩减为4大部分14章，篇幅更为合理，定价大大降低，非常适合作为我国高校本科双语教学教材，也可用作研究生、MBA教材，还可作为企业管理人员培训及自学用书。



**菲利普·R·凯特奥拉 (Philip R. Cateora)** 美国科罗拉多大学教授，曾任营销学部主任、国际商务项目协调人、副院长，为本科生、硕士研究生和博士研究生讲授“市场营销”和“国际商务”课程。曾获科罗拉多大学“教学杰出奖”和美国西部营销教育工作者协会“年度教育工作者奖”。

**约翰·L·格雷厄姆 (John L. Graham)** 美国加利福尼亚大学欧文分校国际商务和市场营销教授，曾为乔治敦大学访问学者、南加利福尼亚大学副教授。在世界一流刊物上发表论文50余篇，这些刊物包括《哈佛商业评论》、《斯隆管理评论》、《市场营销》、《国际商务研究》、《消费者研究》、《营销科学》等。他发表于《管理科学》的一篇论文获沃顿商学院Lauder研究院的“优秀引用论文奖”。



**崔新健** 中央财经大学商学院教授、副院长、博士生导师，南开大学跨国公司研究中心博士后。主要从事跨国公司与国际直接投资领域的教学与研究。自1995年起主讲“国际市场营销学”，主编教材有《国际市场营销学》（全国高等教育自学考试商务管理专业指定教材和辅导书）和《国际市场营销学》（中央财经大学百本教材）。相关科研成果丰富，曾荣获第三届全国外经贸研究成果奖。

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# 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,双语教学的规模和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

2005 年 1 月

## 改编者的话

在经济全球化与中国加入 WTO 的背景下,国际化经营成为每一个中国企业面临的挑战,这一挑战源自国内市场竞争的国际化和国际市场竞争的无边界化两个层面,由此,国际市场营销(international marketing)也成为每个企业迎接挑战所应必备的利器。

美国科罗拉多大学教授菲利普·R·凯特奥拉和加利福尼亚大学教授约翰·L·格雷厄姆合著的《国际营销》,从1971年首版推出到2005年第12版,经过不断修订和充实,框架体系日臻完善,内容更为丰富,成为该领域颇具影响的权威教材。该书突出了营销环境尤其是文化因素对于国际营销的影响,阐述了普遍适用于大多数国家或地区的国际营销分析框架。该书第10版和第11版的中译本已在国内出版发行。

国际营销教材大致可分为两种类型:一是将国际营销视做企业的一种营销职能,其阐述框架基本围绕营销策略组合(4Ps)展开,除强调环境变量外,与市场营销的分析逻辑和思路相似;二是将国际营销视为企业的一项相对独立的经营活动,其阐述框架按照国际化经营的逻辑和程序展开,更多涉及企业层面的经营战略抉择。该书与沃伦·J·基坎(Warren J. Keegan)的《全球营销管理》分别属于前后两种类型的代表之作。笔者在教学中更倾向于使用前者。

该书主题为跨文化营销的企业所面临的计划和战略问题,尤其强调国际营销的环境分析、互联网的工具性应用以及国际营销基本分析框架与思路的形成。其作为教材的主要特色在于:第一,各章体例的设置包括提要、学习目标、小结及练习题,由此突出了学习重点,有利于读者复习和掌握各知识点。第二,各章都以“全球视角”引出正文,而“全球视角”中的实例不仅实时性强,而且突出了各章所阐述的主题。第三,各章都有数个“跨越国界”专栏,其中收录的事例颇具独特性、幽默性和趣味性,生动地展示了现实世界,既有助于加深读者对有关概念的理解,又有助于加深他们对文化差异性的理解。第四,提供了“国家手册”和“案例”作为补充材料。“国家手册”一方面提供了针对某一国际市场进行营销分析、计划和实施的架构,另一方面有助于读者对于全书内容的系统性回顾与整体性把握。“案例”则可用于课堂案例教学,有助于丰富教学方法,提高学生运用所学知识分析和解决问题的能力。第五,提供了丰富实用的教辅支持。包括教师教学指南、课堂演示幻灯片、录像以及实时事件和附加资源的网址。

为了使该书更加适合我国高校相关专业的“国际营销学”课程的教学需求,考虑到我国高校相关专业的课程体系、教学大纲、课程学分与课时及学生对教材价格的要求,笔者根据多年使用该书第10版和第11版的课堂教学经验,在保证该书的系统性和特色的前提下,对原版书的部分内容进行了必要的改编。

本书改编奉行“思想上全球化,行动上本土化”(thinks globally and acts locally)这一国际营销的核心指导理念,改编后由原来的6大部分19章缩减为4大部分14章。主要改编依据与改编内容如下:

一是根据先修课程或相关课程(如“发展经济学”、“国际贸易”、“国际商务”和“商务谈判”等)的情况,删除原版书中可能与这些课程重复的内容。具体说来,删除了原版书第2章、第9章和第10章中有关国际贸易和发展中国家的部分内容,将这三章重新组合为本书的第2章,重点介绍三大国际组织、三大区域集团和发展中国家的市场营销问题;删除了原版书的第19章(与国际客户、合作伙伴和政府部门的谈判)。

二是保持原版书始终围绕营销职能主线阐述的框架,删除相对独立的内容。删除了原版书的第13章(工业品和工业服务)和第15章(出口和物流)。



三是考虑到教学视角的一致性，删除了部分典型的美国视角的内容，包括原版书第7章有关“美国法律在东道国的应用”以及个别“跨越国界”专栏。

四是考虑到本科双语教学的实际需要及教师选用案例的标准的差异性，仅保留了四个案例作为参考，删除了其他大量的案例。

五是为进一步缩减原书篇幅，降低定价，在不影响全书结构的前提下删除了大量的图片。

经过改编，本书非常适合作为我国高等院校相关专业的本科生、研究生、MBA教学尤其是双语教学的教材，同时也可作为企业管理人员培训及自学用书。

在本书的改编过程中，中央财经大学商学院博士生导师王巾英教授、北京理工大学经济管理学院副院长王秀村教授、暨南大学经济学院张珺博士以及湖北大学商学院周明博士提出了许多宝贵的意见和建议，中国人民大学出版社工商管理事业部副主任于波女士、策划编辑熊鲜菊女士以及麦格劳-希尔教育出版公司北京代表处的资深编辑薛睿丽女士和高级营销代表卞爱莉女士也给予了大力的支持，在此一并诚致谢意！由于本人学识和教学经验所限，改编中难免存在疏漏与不妥之处，敬请各位老师和读者交流指正（电子邮箱：xinjiancui@cufe.edu.cn）。

**崔新健**

中央财经大学商学院

2005年1月

# PREFACE\*

At the start of the last millennium the Chinese were the preeminent international traders. Although a truly global trading system would not evolve until some 500 years later, Chinese silk was then available in Europe.

At the start of the last century the British military, merchants, and manufacturers dominated the seas and international commerce. Literally, the sun did not set on the British Empire.

At the start of the last decade Japan's economic successes had rendered the military competition between the United States and the Soviet Union obsolete. Pundits circa 1990 predicted a Pacific Century wherein trans-Pacific trade would surpass trans-Atlantic trade. Other Asian economies would follow the lead of Japan. No one then foresaw the ascendancy and impact of the American-created information technology revolution.

What surprises do the new decade, century, and millennium hold in store for all of us? The globalization of markets has certainly accelerated through almost universal acceptance of the democratic free enterprise model and new communication technologies, including satellites and the Internet. Which will prove the better, Chinese gradualism or the Russian big-bang approach to economic and political reform? Will the information technology boom of the previous decade be followed by a demographics bust when American baby boomers try to retire in 2010? Or will NAFTA and the young folks in Mexico provide a much needed demographic balance? Ten years out the debate about global warming should be settled—more data and better science will yield the answers. What unforeseen advances or disasters will the biological sciences bring us? Will we conquer AIDS/HIV in Africa? Will weapons and warfare become obsolete?

International marketing will play a key role in providing positive answers to all these questions. We know that trade causes peace and prosperity by promoting creativity, mutual understanding, and interdependence. Markets are burgeoning in emerging economies in Eastern Europe, the Commonwealth of Independent States, China, Indonesia, Korea, India, Mexico, Chile, Brazil, and Argentina—in short, globally. These emerging economies hold the promise of huge markets in the future. In the more mature markets of the industrialized world, opportunity and challenge also abound as consumers' tastes become more sophisticated and complex and as increases in purchasing power provide consumers with new means of satisfying new demands.

Opportunities in today's global markets are on a par with the global economic expansion that existed after World War II. Today, however, the competitive environment within which these opportunities exist is vastly different from that earlier period when United States' multinationals dominated world markets. From the late 1940s through the 1960s, multinational corporations (MNCs) from the United States had little competition; today, companies from almost all the world's nations vie for global markets.

There is no better illustration of the changes that have occurred in the competition for global markets in the last quarter century than that experienced by General Electric Lighting (GEL). GEL, begun in 1887, dominated the U.S. lighting market until traditional rival Westinghouse sold its lamp operations to Philips Electronics of Holland in 1983. "Suddenly," reflected GEL's chief, "we have bigger, stronger competition. They're coming to our market, but we're not in theirs. So we're on the defensive." Not long after, GEL acquired Tungsram, a Hungarian lighting company, and Thorn EMI in Britain, and then moved into Asia via a joint venture with Hitachi. As recently as 1988, GE Lighting got less than 20 percent of its sales from outside the United States; in 2000, more than half came from abroad. What happened at GE Lighting occurred over and over again to MNCs in the United States, Europe, and Asia. The companies that succeed in the twenty-first century will be those capable of adapting to constant change and adjusting to new challenges.

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\* 为便于读者了解原版书的原貌，未对本前言作改动。——改编者

The economic, political, and social changes that have occurred over the last decade have dramatically altered the landscape of global business. Consider the present and future impact of the following:

- The ever-present threat of global terrorism as represented by the September 11 attacks
- Major armed conflicts in sub-Sahara Africa and the Middle East
- The looming global recession
- The emerging markets in Eastern Europe, Asia, and Latin America, where more than 75 percent of the growth in world trade over the next 20 years is expected to occur
- The reunification of Hong Kong, Macau, and China, which finally puts all of Asia under the control of Asians for the first time in over a century
- The European Monetary Union and the successful switch from local-country currencies to one monetary unit for Europe, the euro
- The rapid move away from traditional distribution structures in Japan, Europe, and many emerging markets
- The growth of middle-income households the world over
- The continued strengthening and creation of regional market groups such as the European Union (EU), the North American Free Trade Area (NAFTA), ASEAN Free Trade Area (AFTA), the Free Trade Area of the Americas (FTAA), the Southern Cone Free Trade Area (Mercosur), and the Asian-Pacific Economic Cooperation (APEC)
- The successful completion of the Uruguay Round of the General Agreement on Tariffs and Trade (GATT) and the creation of the World Trade Organization (WTO), the last now including China and Taiwan
- The restructuring, reorganizing, and refocusing of companies in telecommunications, entertainment, and biotechnology, as well as in traditional smokestack industries around the world
- The continuing integration of the Internet into all aspects of companies' operations and consumers' lives

These are not simply news reports. These changes affect the practice of business worldwide, and they mean that companies will have to constantly examine the way they do business and remain flexible enough to react rapidly to changing global trends to be competitive.

As global economic growth occurs, understanding marketing in all cultures is increasingly important. *International Marketing* addresses global issues and describes concepts relevant to all international marketers, regardless of the extent of their international involvement. Not all firms engaged in overseas marketing have a global perspective, nor do they need to. Some companies' foreign marketing is limited to one country; others market in a number of countries, treating each as a separate market; and still others, the global enterprises, look for market segments with common needs and wants across political and economic boundaries. All, however, are affected by competitive activity in the global marketplace. It is with this future that the twelfth edition of *International Marketing* is concerned.

Emphasis is on the strategic implications of competition in different country markets. An environmental/cultural approach to international marketing permits a truly global orientation. The reader's horizons are not limited to any specific nation or to the particular ways of doing business in a single nation. Instead, the book provides an approach and framework for identifying and analyzing the important cultural and environmental uniqueness of any nation or global region. Thus, when surveying the tasks of marketing in a foreign milieu, the reader will not overlook the impact of crucial cultural issues.

The text is designed to stimulate curiosity about management practices of companies, large and small, seeking market opportunities outside the home country and to raise the

reader's consciousness about the importance of viewing international marketing management strategies from a global perspective.

Although this revised edition is infused throughout with a global orientation, export marketing and the operations of smaller companies are not overlooked. Issues specific to exporting are discussed where strategies applicable to exporting arise, and examples of marketing practices of smaller companies are examined.

**New and Expanded Topics in This Edition** The new and expanded topics in this twelfth edition reflect issues in competition, changing marketing structures, ethics and social responsibility, negotiations, and the development of the manager for the twenty-first century. Competition is raising the global standards for quality, increasing the demand for advanced technology and innovation, and increasing the value of customer satisfaction. The global market is swiftly changing from a seller's market to a buyer's market. This is a period of profound social, economic, and political change. To remain competitive globally, companies must be aware of all aspects of the emerging global economic order.

Additionally, the evolution of global communications and its known and unknown impact on how international business is conducted cannot be minimized. In the third millennium people in the "global village" will grow closer than ever, and will hear and see each other as a matter of course. An executive in Germany will be able to routinely pick up his or her videophone to hear and see his or her counterpart in an Australian company or anywhere else in the world. In many respects, geographic distance is becoming irrelevant.

Telecommunications, videophones, facsimile machines, the Internet, and satellites are helping companies optimize their planning, production, and procurement processes. Information—and, in its wake, the flow of goods—is moving around the globe at lightning speed. Increasingly powerful networks spanning the globe enable the delivery of services that reach far beyond national and continental boundaries, fueling and fostering international trade. The connections of global communications bring people all around the world together in new and better forms of dialogue and understanding.

This dynamic nature of the international marketplace is reflected in the number of substantially improved and expanded topics in this twelfth edition, including the following:

- A deeper look at the causes of cultural differences
- The Internet and its expanding role in international marketing
- Negotiations with customers, partners, and regulators
- Big emerging markets (BEMs)
- Evolving global middle-income households
- World Trade Organization
- North American Free Trade Agreement
- ASEAN Free Trade Area
- Asia-Pacific Economic Cooperation
- Multicultural research
- Qualitative and quantitative research
- Country-of-origin effect and global brands
- Industrial trade shows
- A growing emphasis on both consumer and industrial services
- Trends in channel structures in Europe, Japan, and developing countries
- Ethics and socially responsible decisions
- Green marketing
- Changing profiles of global managers

**Structure of the Text** The text is divided into six parts. The first two chapters, Part 1, introduce the reader to the environmental/cultural approach to international marketing and to three international marketing management concepts: domestic market expansion, multidomestic marketing, and global marketing. As companies restructure for the global competitive rigors of the twenty-first century, so too must tomorrow's managers. The successful manager must be globally aware and have a frame of reference that goes beyond a country, or even a region, and encompasses the world. What global awareness means and how it is acquired is discussed early in the text; it is at the foundation of global marketing.

Chapter 2 focuses on the dynamic environment of international trade and the competitive challenges and opportunities confronting today's international marketer. The importance of the creation of the World Trade Organization, the successor to GATT, is fully explored. The growing importance of the Internet in conducting international business is considered, creating a foundation on which specific applications in subsequent chapters are presented.

The five chapters in Part 2 deal with the cultural environment of global marketing. A global orientation requires the recognition of cultural differences and the critical decision of whether or not it is necessary to accommodate them.

History and geography (Chapter 3) are included as important dimensions in understanding cultural and market differences among countries. Not to be overlooked is concern for the deterioration of the global ecological environment and the multinational company's critical responsibility to protect it.

Chapter 4 presents a broad review of culture and its impact on human behavior as it relates to international marketing. Specific attention is paid to Geert Hofstede's study of cultural values and behavior. The elements of culture reviewed in Chapter 4 set the stage for the in-depth analyses in Chapters 5, 6, and 7 of business customs and the political and legal environments. Ethics and social responsibility are presented in the context of the dilemma that often confronts the international manager, that is, balancing corporate profits against the social and ethical consequences of his or her decisions.

The three chapters in Part 3 are concerned with assessing global market opportunities. As markets expand, segments grow within markets; as market segments across country markets evolve, marketers are forced to understand market behavior within and across different cultural contexts. Multicultural research, qualitative and quantitative research, and the Internet as a tool in the research task are explored in Chapter 8.

Chapters 9 and 10 in Part 3 explore the impact of the three important trends in global marketing: the growth and expansion of the world's big emerging markets; the rapid growth of middle-income market segments; and the steady creation of regional market groups that include NAFTA, the European Union, AFTA, APEC, and the evolving Free Trade Area of the Americas (FTAA). Also discussed is the growing number of trade agreements that have been executed by the European Union and Japan with the FTAA and some Latin American countries.

The strategic implications of the dissolution of the USSR, the emergence of new independent republics, the shift from socialist-based to market-based economies in Eastern Europe, and the return of South Africa and Vietnam to international commerce are examined. Attention is also given to the efforts of the governments of India and many Latin American countries to reduce or eliminate barriers to trade, open their countries to foreign investment, and privatize state-owned enterprises.

These political, social, and economic changes that are sweeping the world are creating new markets and opportunities, making some markets more accessible while creating the potential for greater protectionism in others.

In Part 4, Developing Global Marketing Strategies, planning and organizing for global marketing is the subject of Chapter 11. The discussion of collaborative relationships, including strategic alliances, recognizes the importance of relational collaborations among firms, suppliers, and customers in the success of the global marketer. Many multinational companies realize that to fully capitalize on opportunities offered by global markets, they must have strengths that often exceed their capabilities. Collaborative

relationships can provide technology, innovations, productivity, capital, and market access that strengthen a company's competitive position.

Chapters 12 and 13 focus on product and services management, reflecting the differences in strategies between consumer and industrial offerings and the growing importance in world markets for both consumer and business services. Additionally, the discussion on the development of global offerings stresses the importance of approaching the adaptation issue from the viewpoint of building a standardized product/service platform that can be adapted to reflect cultural differences. The competitive importance in today's global market for quality, innovation, and technology as the keys to marketing success is explored.

Chapter 14 takes the reader through the distribution process, from home country to the consumer in the target country market. The structural impediments to market entry imposed by a country's distribution system are examined in the framework of a detailed presentation of the Japanese distribution system. Additionally, the rapid changes in channel structure that are occurring in Japan, as well as in other countries, and the emergence of the World Wide Web as a distribution channel are presented.

In Chapter 15, the special issues involved in moving a product from one country market to another, and the accompanying mechanics of exporting, are addressed. The importance of the Internet in assisting the exporter to wade through the details of exporting is discussed in the context of the revised export regulations.

Chapter 16 covers advertising and addresses the promotional element of the international marketing mix. Included in the discussion of global market segmentation are recognition of the rapid growth of market segments across country markets and the importance of market segmentation as a strategic competitive tool in creating an effective promotional message. Chapter 17 discusses personal selling and sales management and the critical nature of training, evaluating, and controlling sales representatives.

Price escalation and ways it can be lessened, countertrade practices, and price strategies to employ when the dollar is strong or weak relative to foreign currencies are concepts presented in Chapter 18.

In Part 5, Chapter 19 is a thorough presentation of negotiating with customers, partners, and regulators. The discussion stresses the varying negotiation styles found among cultures and the importance of recognizing these differences at the negotiation table.

**Pedagogical Features of the Text** The text portion of the book provides a thorough coverage of its subject, with subject emphasis on the planning and strategic problems confronting companies that market across cultural boundaries.

The use of the Internet as a tool of international marketing is stressed throughout the text. On all occasions where data used in the text originated from an Internet source, the Web address is given. Problems that require the student to access the Internet are included with end-of-chapter questions. Internet-related problems are designed to familiarize the student with the power of the Internet in his or her research, to illustrate data available on the Internet, and to challenge the reader to solve problems using the Internet. Many of the examples, illustrations, and exhibits found in the text can be explored in more detail by accessing the Web addresses that are included.

Current, pithy, sometimes humorous, and always relevant examples are used to stimulate interest and increase understanding of the ideas, concepts and strategies presented in emphasizing the importance of understanding cultural uniqueness and relevant business practices and strategies.

Each chapter is introduced with a Global Perspective, a real-life example of company experiences that illustrates salient issues discussed in the chapter. Companies featured in the Global Perspectives range from exporters to global enterprises.

The boxed "Crossing Borders," an innovation of the first edition of *International Marketing*, have always been popular with students. This twelfth edition includes more than 30 new incidents that provide insightful examples of cultural differences while illustrating concepts presented in the text. They reflect contemporary issues in international



marketing and can be used to illustrate real-life situations and as the basis for class discussion. They are selected to be unique, humorous, and of general interest to the reader.

The book is now presented in full color allowing for maps that allow easier depiction of geographical, cultural, and political boundaries and features. Color also allows us to better communicate through that medium the intricacies of international symbols and meanings in marketing communications. New photographs of current and relevant international marketing events are found throughout the text—all in color.

“The Country Notebook—A Guide for Developing a Marketing Plan,” found in Part 6, Supplementary Material, is a detailed outline that provides both a format for a complete cultural and economic analysis of a country, and guidelines for developing a marketing plan.

In addition to “The Country Notebook,” Part 6 comprises a selection of short and long cases. The short cases focus on a single problem, serving as the basis for discussion of a specific concept or issue. The longer, more integrated cases are broader in scope and focus on more than one marketing management problem. More than two-thirds of the cases are new or revised. New cases focus on healthcare marketing, negotiations, using the Internet, services and industrial marketing, and marketing research. The cases can be analyzed by using the information provided. They also lend themselves to more in-depth analysis, requiring the student to engage in additional research and data collection.

## Supplements

We have taken great care to offer new features and improvements to every part of the teaching aid package. Following is a list of specific features:

- **Instructor’s Manual and Test Bank.** The Instructor’s Manual, prepared by the authors, contains lecture notes or teaching suggestions for each chapter. A section called “Changes to This Edition” is included to help instructors adapt their teaching notes to the twelfth edition. A case correlation grid at the beginning of the case notes offers alternative uses for the cases.

The Test Bank, prepared by John R. Brooks, Jr., of Houston Baptist University, is bound with the Instructor’s Manual for ease of use. The Test Bank contains over 2,000 questions, including true/false, critical thinking, and essay formats. Computerized testing software with an online testing feature is also available on the instructor’s CD-ROM.

- **Videos.** The video program has been revised for the twelfth edition and contains new footage of companies, topics videos, and unique training materials for international negotiations. Teaching notes and questions relevant to each chapter in the text are available at the *International Marketing* website at [www.mhhe.com/cateora05](http://www.mhhe.com/cateora05).
- **PowerPoint slides.** The PowerPoint presentation that accompanies *International Marketing*, twelfth edition, contains approximately 150 exhibits from the text and other sources. All of the maps from the text are included as well. PowerPoint slides were prepared by Dr. Rajiv Mehta of the New Jersey Institute of Technology.
- **Instructor’s CD-ROM.** This presentation manager, available to adopters of the textbook, contains the Instructor’s Manual, Test Bank, PowerPoint, video clips, and an interactive version of the Country Notebook. Instructors have the ability to customize their lectures with this powerful tool.
- **World Wide Web Home Page.** The website is at [www.mhhe.com/cateora05](http://www.mhhe.com/cateora05). Included on the site are instructor resources such as downloadable files for the complete Instructor’s Manual, PowerPoint slides, video clips, and links to current events and additional resources for the classroom. Instructors can also link to McGraw-Hill’s site from this location in order to create their own course website and access the complete Test Bank. For students, our site provides updates on information given in the text, links to websites, and an interactive version of the Country Notebook.



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**Philip R. Cateora**  
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