

国际市场营销学

[第3版]

影印版

International Marketing

*Strategy Planning, Market Entry
& Implementation*

- Roger Bennett
- Jim Blythe



高等教育出版社

Higher Education Press

图字：01-2003-1755 号

International Marketing: Strategy Planning, Market Entry & Implementation, 3th ed.

Roger Bennett & Jim Blythe

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图书在版编目(CIP)数据

国际市场营销学: 第3版 / (英) 贝内特 (Bennett, R.), (英) 布莱思 (Blythe, J.) 著. —影印本. —北京: 高等教育出版社, 2003.12

书名原文: International Marketing: Strategy Planning, Market Entry & Implementation

ISBN 7-04-014180-9

I. 国... II. ①贝...②布... III. 国际市场—市场营销学—高等学校—教材—英文 IV. F740.2

中国版本图书馆 CIP 数据核字 (2003) 第 109487 号

出版发行 高等教育出版社
社 址 北京市西城区德外大街 4 号
邮政编码 100011
总 机 010-82028899

购书热线 010-64054588
免费咨询 800-810-0598
网 址 <http://www.hep.edu.cn>
<http://www.hep.com.cn>

经 销 新华书店北京发行所
印 刷 北京民族印刷厂

开 本 787 × 1092 1/16
印 张 23.25
字 数 720 000

版 次 2003 年 12 月第 1 版
印 次 2003 年 12 月第 1 次印刷
定 价 27.00 元

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出版前言

为适应经济社会发展的需要,以高质量的高等教育迎接经济全球化和新科技革命的挑战,培养数以千万计的高质量专门人才,教育部明确要求各高等院校创造条件使用英语等外语进行公共课和专业课教学,从而缩短我国在有关专业教学上与国际先进水平的差距,同时不断提升我国大学生的外语水平。其中一个重要的措施是在高等学校推动使用外语优秀教材。

为使高校学生能够及时使用世界先进水平的经济管理类新教材,高等教育出版社受教育部高教司委托,聘请熟悉国内外教学和学科发展水平的专家,从欧美现行教材中遴选、引进了这批具有国际领先水准的英文版教材,以影印形式出版,供开设相应课程的高等学校选用。

引进这批教材时,遴选和评定的依据主要有以下几个方面:(1)引进的教材与1998年教育部颁行的专业目录及后来批准的目录外专业所规定的主要课程相对应,内容符合专业培养目标和教学要求。(2)版本要新。国外的大学教科书一般三年左右即修订再版一次,增补新的内容。这批教材选择的都是国外权威教科书的最新版本,内容涵盖了相应学科最新进展的介绍和现实案例的分析。(3)内容规范简明,适合教学。由于这批影印教材主要是针对我国大学本科层次经济管理类专业的基础课程和主干课程的,专家们在选择时充分考虑了内容的严谨、规范以及表述的准确性,同时考虑了使用外语教材可能遇到的课时限制问题,在内容相同的几种流行版本中选择相对简明的薄本。另外,按照教育部的要求,这批教材的定价采取了与国内版教材相同的标准。

由于这批教材的作者所在国家的经济、政治、社会文化等与我国均有所不同,书中内容和观点难免有偏颇和错误之外,希望读者在阅读时注意鉴别。

我们希望这批影印教材的出版,对各高等院校的经济管理类专业的教学有所促进和帮助。

高等教育出版社

2002年9月

'...an interesting and pacey book, well worth reading.'

Lyndon Simkin, Reader, Marketing and Strategic Management Group,
Warwick Business School

'...an easily read introduction to international marketing that will appeal to students and practitioners new to international marketing.'

Journal of Marketing Management

With business practices around the world constantly changing, marketing within the international arena is also in a constant state of change. How can marketers exploit this potential? What considerations need to be taken into account?

Meticulously researched and fully updated and restructured for this new edition, *International Marketing* is an established textbook, which provides invaluable information about the international marketing environment and how to operate in it. Clearly written, the book analyses the tactical, operational and strategic issues relevant to every marketer. Packed with up-to-the-minute case studies, plus regional analyses of individual world markets, this book offers the insights vital for successful planning and implementation.

Divided into two parts, 'Trading environment' and 'Organizing for international markets', the book covers topics such as:

- international trade;
- regional analysis techniques;
- market research and market screening techniques;
- entering international markets;
- export methods;
- global products;
- global pricing;
- international advertising.

International Marketing is invaluable reading for busy marketers wanting to maximize their impact abroad, and is especially relevant for undergraduates studying the subject for the first time and for students of the Chartered Institute of Marketing.

Dr Roger Bennett is a researcher and practitioner in the European and international business field. A Professor in the Department of Business at the London Metropolitan University, he has also published several books, including *Selling to Europe*, *Getting Started in Export*, the *Handbook of European Advertising* and *Doing Business with the West* (with Jonathan Reuvid).

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Part I

The global approach to
marketing

The nature of international marketing

INTRODUCTION TO INTERNATIONAL MARKETING

Readers already familiar with the rudiments of general marketing theory will know that marketing is far more than selling: profitability and added shareholder value are the ultimate aim of all marketing pursuits. Marketing is a collection of activities, including advertising, public relations and sales promotions, marketing research and new product development, package design and merchandising, personal selling and after-sales service, and the determination of selling prices. Readers who are less familiar with basic marketing theory should read one of the standard texts on the subject, such as Blythe (2000), Jobber (2001) or Lancaster and Massingham (1993). The term 'marketing mix' is frequently used to describe the combination of marketing elements applied in a given set of circumstances (Borden, 1965; McCarthy, 1981). Major components of the marketing mix can be listed under seven headings:

- **promotion** – including advertising, merchandising, public relations, and the control and deployment of sales staff;
- **product** – design and quality of output, assessment of consumer needs, choice of which products to offer for sale, after-sales service and policies for customer care;
- **price** – choice of pricing strategy, prediction of competitors' responses;
- **place** – selection of distribution channels, transport arrangements;
- **people** – the people who are in regular contact with the customers, and whose activities represent the company to the outside world;

- **process** – the sequence of events involved in delivering the product's benefits to the consumers;
- **physical evidence** – the tangible proof that the product has been delivered and consumed.

Table 1.1 Differences between domestic marketing and international marketing

<i>Domestic</i>	<i>International</i>
<ul style="list-style-type: none"> ● Research data is available in a single language and is usually easily accessed ● Business is transacted in a single currency ● Head office employees will normally possess detailed knowledge of the home market ● Promotional messages need to consider just a single national culture ● Market segmentation occurs within a single country ● Communication and control are immediate and direct ● Business laws and regulations are clearly understood ● Business is conducted in a single language ● Business risks can usually be identified and assessed ● Planning and organizational control systems can be simple and direct ● Functional specialization within a marketing department is possible ● Distribution and credit control are straightforward ● Selling and delivery documentation is routine and easy to understand ● Distribution channels are easy to monitor and control ● Competitors' behaviour is easily predicted ● New product development can be geared to the needs of the home market 	<ul style="list-style-type: none"> ● Research data is generally in foreign languages and may be extremely difficult to obtain and interpret ● Many currencies are involved, with wide exchange rate fluctuations ● Head office employees might only possess an outline knowledge of the characteristics of foreign markets ● Numerous cultural differences must be taken into account ● Market segments might be defined across the same type of consumer in many different countries ● International communication and control may be difficult ● Foreign laws and regulations might not be clear ● Multilingual communication is required ● Environments may be so unstable that it is extremely difficult to identify and assess risks ● The complexity of international trade often necessitates the adoption of complex and sophisticated planning, organization and control systems ● International marketing managers require a wide range of marketing skills ● Distribution and credit control may be extremely complex ● Documentation is often diverse and complicated due to meeting different border regulations ● Distribution is often carried out by intermediaries, so is much harder to monitor ● Competitors' behaviour is harder to observe, therefore less predictable ● New product development must take account of all the markets the product will be sold in

<i>Product</i>	<i>Price</i>
<i>Place</i>	<i>Promotion</i>

Figure 1.1 Key elements of the international marketing mix

Domestic and international marketing

For international as well as domestic marketing the basic tools and concepts of marketing are applied in order to satisfy consumer demand, although the problems encountered in international marketing and the techniques used to overcome them can differ considerably. (See Bartels, 1968, for the classic discussion of this point.) Key elements of the international marketing mix are listed in Figure 1.1.

Marketing within a firm's home country is undertaken in a familiar environment, with known and accessible data sources and a single set of prices for advertising media, marketing services, printing of promotional materials, market research, and so on. For international marketing the environment differs substantially from country to country: services and facilities are priced differently and may not be available at all in some countries. Cultural, legal, political, economic and other environments differ markedly among nations (see Chapter 2). Essential differences are listed in Table 1.1.

Recent contributions to the academic literature regarding the marketing mix (see, for example, Gronroos, 1994) emphasize that its implementation must not be allowed to encourage narrow functional thinking where marketing is concerned. For example, customer service should not be confined to a company's 'distribution' department; customer service activities are so important that they need to suffuse *all* aspects of the enterprise's work. Further criticisms of the '7P' approach are that:

- It is naive and simplistic. Many variables in addition to those quoted are crucial to the success of a firm's marketing effort, and indeed to its wider success in a strategic sense.
- It tends to generate too many specialists (market researchers, media planners, sales promotions experts, etc) who lack a broad vision on the need to put the customer first.
- It is production orientated in that it implies that a customer is someone to be manipulated and 'worked upon', rather than a genuinely respected and valued partner of the supplying firm.

International marketing and exporting

Exporting means manufacturing a product in one country and selling it in another. International marketing is more than exporting, because it could involve any of the following:

- marketing products that have been manufactured or assembled in the target country;
- establishing a permanent presence in the foreign country to warehouse and distribute products;
- licensing and franchising of the firm's products to local businesses;
- sourcing components from foreign states.

Although governments encourage firms to export because exporting helps the balance of payments, exporting is not always the best route for the companies concerned. There is more on this in Chapter 11.

International and multinational marketing

A distinction is sometimes made between 'international' and 'multinational' marketing. International marketing means marketing across national frontiers, while multinational marketing means the integrated coordination of the firm's marketing activities throughout the world. Multinational marketing in practice is usually associated with the operations of multinational corporations (MNCs), which pursue *global* strategies in relation to production, investment and marketing, and derive significant proportions of their total revenues from foreign operations. (Indeed, some authorities define an MNC as any business that derives a minimum of 20 per cent of its net profits from operating abroad.) Thus an MNC will seek to maximize its revenues on the world rather than national level, locating its operations wherever conditions are most favourable and regardless of the country in which the company's head office is based. Trade liberalization, growth in the world

economy, stable exchange rates for many years, and easier transnational transfer of technologies and human and financial resources have greatly stimulated the expansion of MNC activities in the post Second World War era. Multinational corporations and globalization are discussed further in Chapter 16.

The marketing concept and its international application

A common approach to marketing is to regard it as the function of finding customers for goods that the firm has already decided to supply. Thus, management selects products that are economical to put on the market relative to production costs and resource availabilities and then sets up a marketing department to persuade customers to purchase the goods. This approach, although fairly common, does not accord with the marketing concept.

The alternative approach is for the firm to evaluate marketing opportunities *before* it decides the product characteristics to offer, assesses potential demand for various items, determines the product attributes most needed and desired by consumers, predicts the prices consumers are willing to pay, and then supplies goods corresponding to these requirements. Firms that adopt the marketing concept are more likely to sell their products because these will have been conceived and developed to satisfy *customer* demands. The marketing concept, then, is the proposition that the supply of goods and services should depend on the demands for them. Even the most vigorous advertising and other promotional campaigns will fail if people do not want the products.

The international marketing concept implies a shift away from looking for foreign customers who appreciate the firm's products and towards a focus on the supply of the goods that foreign consumers desire (Levitt, 1983). Manifestations of the latter approach include:

- Careful research into foreign consumer behaviour.
- Willingness to create new products and adapt existing products to satisfy the needs of *world* markets. Products may have to be adapted to suit the tastes, needs, purses and other characteristics of consumers in specific regions. Firms cannot assume that an item that sells well in one country will be equally successful in others.
- Integration of the international side of the company's business with all aspects of its operations.

International marketing considerations must be taken into account when designing and developing products, when selecting transport and distribution systems, when dealing with banks, advertising agencies and so on, and when structuring the overall organization of the firm. The international marketing manager needs to be involved in corporate planning, sales forecasting, the recruitment and training of marketing personnel, and the control of salespeople 'in the field'.

Adaptation of the marketing mix for international markets is difficult in view of the scale of the differences between some of the world's main economic regions. Major disparities occur in relation to economic development (manifest in income levels and

lifestyles), social systems, technological environments, legal frameworks, competitive situation, business practices and cultural perspectives. All of these can affect how the marketing of goods and services in foreign countries needs to be executed.

Differentiated and undifferentiated international marketing strategies

International marketers might apply an identical (*undifferentiated*) marketing mix in all countries: examples include Coca-Cola and McDonald's. Conversely, they might modify products and promotional messages to take account of cultural, linguistic, legal and other national characteristics. The latter approach is called a *differentiated* marketing strategy, and normally involves higher costs than an undifferentiated strategy.

If an undifferentiated strategy is adopted, differences in market segments are ignored. Products are designed and advertised in order to appeal to the widest possible range of consumers. Although this saves costs for the company, it is not usually very effective in meeting consumer needs. In practice, even McDonald's and Coca-Cola have made some concessions to local tastes and culture: very few firms are able to provide a completely undifferentiated approach. There is more on this in Chapter 12.

REASONS FOR MARKETING ABROAD

Many factors induce firms to begin operating internationally. The most obvious, perhaps, are:

- economies of scale and scope (see Note 2 at the end of the chapter) and 'experience curve' effects (see below) resulting from increased outputs;
- the existence of lucrative markets in foreign countries that are not available at home (see Olson and Widersheim, 1978, for the pioneering empirical study into this subject);
- saturated markets in the home country;
- response to incoming competitive activity.

Scale economies might not be available if consumer tastes in the foreign markets necessitate numerous product modifications. Likewise, the costs of market entry (advertising and promotion, establishment of distribution networks and so on) could themselves outweigh production savings. Operating in foreign markets can also facilitate the 'experience curve' effect, ie cost reductions and efficiency increases attained in consequence of a business acquiring experience of certain types of activity, function or project. These effects differ from economies of scale in that they result from longer experience of doing something rather than producing a greater volume of output.

Doing business in foreign markets exposes a firm's management to fresh ideas and different approaches to solving problems. Individual executives develop their general management skills and personal effectiveness, become innovative and adopt broader horizons. The contacts and experience acquired through selling abroad can give a firm a competitive edge in its home country. Further reasons for firms becoming involved in international marketing include the following:

- Today, new product development typically requires so much expenditure that in many cases firms intending to introduce new products must adopt an international perspective.
- The higher turnover derived from international sales might enable a firm to initiate new product research and development that in the long term will give it a competitive edge.
- Corporate plans can be anchored against a wider range of (international) opportunities.
- There might be less competition in some foreign markets.
- A sudden collapse in market demand in one country may be offset by expansion in others.
- Opportunities may be afforded by new trade agreements between nations, or by the opening up of new markets in countries that were previously closed to imports. An example of this is the gradual opening up of trade with China.
- Consumers in some foreign markets might be wealthier than consumers in the firm's own country.

Firms are often forced to think global due to the entry of foreign competitors into the home markets. Foreign business accounts for a large proportion of the total Gross National Products of all major industrialized countries. As the world becomes 'smaller' in business terms, domestic customers are more likely to look abroad for suppliers.

A major reason for the increasing internationalization of business is that cross-border trade is today much easier to organize than in the past. The Internet revolution has actually been most noticeable and most successful in business-to-business markets: disappointing results in consumer markets have been widely publicized, but as a business tool the Net has been a resounding success. International telephone and fax facilities to 'remote' regions are today vastly better than they were just a few years ago; facilities for international business travel are more extensive; and business service firms (advertising agencies, market research companies, road hauliers, etc) now operate internationally. Hence it is simpler to visit and examine foreign markets, to select the best locations for operations and thereafter to control international activities.

EXPORTING

Technically, exporting means the sale in a foreign market of an item produced, stored or processed in the supplying firm's home country, as opposed to the supplier being involved in foreign manufacture or processing of goods. In practice, however, the distinction between pure 'exporting' on the one hand and wider foreign operations on the other has become increasingly blurred as businesses increasingly internationalize their activities. There is nevertheless a distinct set of commercial practices and techniques with which the would-be exporter has to become familiar. These techniques relate in particular to foreign trade documentation, transport and logistics, and methods for getting paid. They are considered further in Chapter 11.

Approaches to exporting

Some companies see exporting as little more than a convenient way of increasing overall sales; others regard the export function as a critical element of overall corporate strategy and accord exporting a status equivalent to any other field of operation within the firm. *Passive* exporting occurs when a firm receives orders from abroad without having canvassed them. *Active* exporting results from a business developing policies for setting up systems for organizing the export function and for dealing with export logistics, documentation and finance. Foreign demand for imports may arise from a variety of sources, including:

- non-availability of appropriate products from domestic producers;
- price differentials between imported and locally supplied items;
- exotic images attaching to foreign products;
- inefficiency in local distribution systems, political disruptions, industrial action, or other factors that prevent local firms from supplying goods.

A product that has reached the end of its life cycle at home may have a fresh lease of life if introduced to another country. There might be little competition in certain foreign nations, easy access to major customers (via centralized buying by government agencies or retail consortia, for example), and it may be possible to shift stock that is obsolescent in the home market but is nevertheless attractive to purchasers abroad. And, of course, exporting will increase turnover, hence spreading overheads over a greater number of units of output.

In practice...

Manchester United

Manchester United football club has an interesting distinction over most other football clubs – the vast majority of its fans have never seen the team play other than on television. This is because the majority of Manchester United's fans live outside the United Kingdom.

This huge international following has created a plethora of export marketing opportunities. Accordingly a subsidiary company, Manchester United Merchandising, was formed to sell Manchester United clothing, shoes, sports equipment, memorabilia and related items. In 1992 merchandising turnover was £2 million. This grew by 1,000 per cent over the next three years and in 1995, receipts from merchandising exceeded revenues from gate money and programme sales combined! Ninety per cent of 1995 turnover was domestic, but foreign interest was so intense that an export drive was initiated with the aim of increasing export turnover to UK levels. The monthly *Manchester United Magazine* spearheaded the campaign, together with the bi-monthly *Manchester United on Video*. More than 140,000 English language copies of the magazine are sold each month. A Thai language edition sells 25,000, and there are editions in Malay and Norwegian. Further foreign language editions are planned.