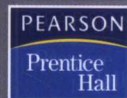


清华大学营销学系列英文版教材



全球营销管理

Global Marketing Management

Seventh Edition

(美) 沃伦·J. 基根 (Warren J. Keegan) 著

第7版



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北 京

EISBN: 0-13033271-2

Original edition, entitled GLOBAL MARKETING MANAGEMENT, 7th Edition by Warren J. Keegan, published by Pearson Education, Inc. publishing as Prentice Hall, Copyright © 2002.

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China reprint edition published by PEARSON EDUCATION ASIA LTD. and TSINGHUA UNIVERSITY PRESS, Copyright © 2007

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图书在版编目(CIP)数据

全球营销管理=Global Marketing Management: 第7版: 英文/(美)基根(Keegan, W. J.)著. —北京: 清华大学出版社, 2007

(清华营销学系列英文版教材)

ISBN 978-7-302-14492-2

I. 全… II. 基… III. 市场营销学—高等学校—教材—英文 IV. F713.50

中国版本图书馆CIP数据核字(2007)第002456号

责任编辑: 江 娅

责任印制: 何 芊

出版发行: 清华大学出版社

<http://www.tup.com.cn>

c-service@tup.tsinghua.edu.cn

社总机: 010-62770175

投稿咨询: 010-62772015

地 址: 北京清华大学学研大厦A座

邮 编: 100084

邮购热线: 010-62786544

客户服务: 010-62776969

印刷者: 清华大学印刷厂

装订者: 三河市新茂装订有限公司

经 销: 全国新华书店

开 本: 203×260 印 张: 40.5

版 次: 2007年1月第1版

印 次: 2007年1月第1次印刷

印 数: 1~5000

定 价: 58.00元

本书如存在文字不清、漏印、缺页、倒页、脱页等印装质量问题,请与清华大学出版社出版部联系调换。联系电话: 010-62770177 转 3103 产品编号: 024189-01

出 版 说 明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在本书的审阅过程中,我们得到了清华大学段志蓉老师的支持、帮助和鼓励,在此表示谢意!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展有所帮助,对我国经济管理专业的教学有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社

2007.1

世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标示着 21 世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是 20 世纪 90 年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000 年，学院顾问委员会成立，并于 10 月举行了第一次会议，2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经管学院。”作为达到世界一流的一个重要基础，朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通 and 对抗的能力。按照这一要求，清华大学经济管理学院正在不断推动英语教学的步伐，使得英语不仅是一门需要学习的核心课程，而且渗透到各门专业

课程的学习当中。

课堂讲授之外,课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段,而且是对学习者思维方式的有效训练。

我们知道,就阅读而言,学习和借鉴国外先进的管理经验和掌握经济理论动态,或是阅读翻译作品,或是阅读原著。前者属于间接阅读,后者属于直接阅读。直接阅读取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院



Preface

Global Marketing Management, Seventh Edition, 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 departed from the traditional export trade focus in the field of international marketing 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. The book combined text with classroom tested graduate-level cases and was an immediate worldwide success. The objective of each revision has been to not only reflect current practice but to anticipate the direction of development of the field and maintain the book's authoritative position as the leading MBA graduate-level and reference text for practitioners of international marketing.

This revision continues the path-breaking tradition of this book. Every chapter has been completely revised and updated, and a new chapter on global e.marketing has been added. Also included is the completely updated "Global Income and Population for 2000 and Projections to 2010 and 2020" in the Appendix. There are four new cases, and two of the cases that were retained from the previous edition have been revised and updated.

The seventh edition is the most exciting revision in the book's history. Perhaps most significantly, for the first time in modern history, even large population, low-income countries such as China and India appear to have achieved the ability to maintain sustained development and growth that will, if continued, transform these countries from low- or lower-middle to high-income countries. In the meantime, companies in the high-income countries have begun to recognize that they now face formidable competitive challenges from companies located in countries at every stage of development.

World economic integration has proceeded to advance both in the multilateral framework of the World Trade Organization and in regional economic agreements such as NAFTA (The North American Free Trade Agreement) and the EU (European Union). NAFTA links the United States, Canada, and Mexico in a program of economic integration; the EU links the 15 countries of Western Europe; and the member countries of both of these regional agreements are actively exploring expanding the membership of these agreements to other countries in the region: Central and Eastern Europe for the EU, and Central and South America for NAFTA. The two Koreas continue to meet, and the economic linkages in the Pacific basin continue to expand.

The book is organized into six parts: Part I is an introduction to global marketing. Part II covers the major dimensions of the environment of global marketing: economic; social and cultural; and political, legal, and regulatory. Part III is devoted to analyzing and targeting global market opportunities. Part IV focuses on global marketing strategy, and Part V, "Creating Global Marketing Programs," covers the global marketing mix of product, pricing, place, and promotion decisions, and how e.marketing can be integrated into the marketing mix. Part VI, "Managing the Global Marketing Program," concludes the book with a focus on implementation. It addresses the tasks of leading,

organizing, and monitoring the global strategy; the future of global marketing; and careers in global marketing.

◆ ACKNOWLEDGMENTS

This edition, like the previous six, reflects the contributions, insights, and labor of many persons. My colleagues, associates, and students at the Lubin School of Business, Pace University, and at many other universities around the world; the fellows and members of the Academy of International Business; and my clients, past and present, have all contributed.

Although many colleagues, students, clients, and others have contributed to this and to previous editions, I especially want to thank Dorothy Minkus-McKenna, who has been invaluable in organizing the material for this edition. The reference librarians at Pace, Anne B. Campbell and Michelle Lang, have been an author's dream come true: No matter how obscure the request, they always get their document. They have a simple rule: "If it's out there, we'll find it."

Hermawan Kartajaya, President of the Asia Pacific Marketing Federation and Chief Service Officer of MarkPlus, Jakarta, has been a knowledgeable and perceptive guide to marketing in Southeast Asia and a great source of insight and creative thinking about the marketing concept and discipline.

Professor Bodo B. Schlegelmilch, Vice-Dean International and Chair of International Marketing and Management, Vienna University of Economics and Business Administration (WU-Wien) and Editor-in-Chief of the *Journal of International Marketing*, my co-author of the new *Global Marketing Management: A European Perspective*, has generously shared his thoughts, experience, and insights for this revision and was especially helpful in contributing to Chapter 16. Mark Green, Professor, Simpson College, my co-author of *Global Marketing*, has generously shared his ongoing research into case examples for this edition.

Pace University has a unique doctoral program that attracts an impressive group of students who have established themselves as leaders in their various fields and organizations, and who work toward their doctorate on a part-time basis while continuing their full-time careers. I have been privileged to teach a seminar in this program and would especially like to acknowledge the many contributions of my doctoral students in my doctoral seminar on global strategic marketing. In particular, I would like to acknowledge Thomas C. Finnerty for preparing the revised "Kodak Versus Fuji" case and for Michael A. Allocca for his preparation of the "Ascom Hasler Mailing System" case. Others who have made special contributions to this revision include Malcolm McDonald, Cranfield University, my co-author for *Marketing Plans that Work*, and colleague at Cranfield; John Stopford, London Business School; Paul D. Ellis, Assistant Professor, The Hong Kong Polytechnic University-Hong Kong, Yang Fu; Joseph Ganitsky, Professor of International Business, Loyola University-New Orleans; Donald Gibson, Professor, Macquarere University; H. Donald Hopkins, Associate Professor, Temple University-Philadelphia; Raj Komaran, National University of Singapore; Hermann Kopp, Professor, Norwegian School of Management; Howard Perlmutter, The Wharton School, Inc.; James A. F. Stoner, Fordham University; Martin Topol, Pace University; Robert Vambéry, Pace University; David Zenoff, Zenoff Associates; and Dinker Raval and Bala Subramanian of Morgan State University.

Case studies have always been and continue to be a unique pedagogical tool. I am grateful to all of the case authors who contributed cases to this edition.

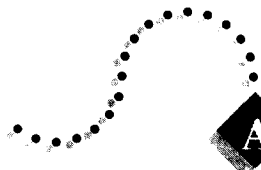
- *A.S. Norlight*: Carl Arthus Solberg and Hermann Kopp, The Norwegian School of Management
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- *The Launch of GSM Cellular in South Africa*: Steve Burgess, Professor, The School of Economic and Business Studies, University of the Witwatersrand, Johannesburg, South Africa
- *Oriflame*: Dominique Zardel, Professor, ESSEC
- *Parker Pen Co.*, Charles J. Anderer
- *Metro Corporation*: Farok J. Contractor, Professor, Rutgers University
- *Nokia and the Cellular Phone Industry*: Jakob Fritz Hansen and Claus Groth-Andersen.

My secretaries, Gail Weldon-Pietrangolare, Victoria Underhill, and Mary O'Connor, have provided constant support and cheerful assistance.

The talented and creative people at Prentice Hall are always a pleasure to work with. I especially want to thank the acquisitions editor, Whitney Blake, and her assistant, Melissa Pellerano, for their support and helpful assistance.

Finally, my greatest debt is to my customers: the faculty who adopt this book and the students and executives who purchase the book to study and learn about how to be a successful player in the exciting world of global marketing. To all of you I say, thank you for your support and inspiration and best wishes for every success in your global marketing programs.



About the Author

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FELLOW, ACADEMY OF INTERNATIONAL BUSINESS

Dr. Keegan is Professor of International Business and Marketing and Director of the Center for Global Business Strategy at the Lubin School of Business of Pace University–New York, and is Visiting Professor, Cranfield University School of Management (UK), CEIBS (China European International Business School)–Shanghai, Wharton Executive Programs, University of Pennsylvania, and ESSEC, Cergy-Pontoise–France. He is the founder of Warren Keegan Associates, Inc., a consulting consortium of experts in global strategy formulation and implementation. The firm is affiliated with Marketing Strategy & Planning, Inc.–New York, and MarkPlus, Indonesia's leading marketing consulting firm. Dr. Keegan is Chairman of the Markplus Global Institute–Singapore.

He wrote the first multinational marketing textbook and is one of the world's leading experts on marketing and global business. He holds B.S. and M.S. degrees in economics from Kansas State University and an MBA and doctorate in marketing and international business from the Harvard Business School. He has held faculty positions at a number of business schools including Columbia, George Washington University, New York University, INSEAD, IMD, and the Stockholm School of Economics.

His experience includes consulting with Boston Consulting Group and Arthur D. Little, marketing planning with the Pontiac Division of General Motors, and Chairman of Douglas A. Edwards, Inc., a New York commercial real estate firm. He is a consultant to a number of global firms. Current or former clients include AT&T, Bertelsmann, Bell Atlantic, General Electric, J. Walter Thompson, PurduePharma, Philips, Reckitt & Colman, Singapore International Airlines, and the Singapore Trade Development Board.

Dr. Keegan is the author or co-author of many books, including *Global Marketing Management: A European Perspective* (Financial Times/Prentice Hall, 2001), *Marketing Plans That Work: Targeting Growth and Profitability* (Butterworth Heinemann, 1997), *Global Marketing* (2nd ed., Prentice Hall, 2000), *Marketing* (2nd ed., Prentice Hall, 1996), *Marketing Sans Frontiers* (InterEditions, 1994), *Advertising Worldwide* (Prentice Hall, 1991), and *Judgments, Choices, and Decisions: Effective Management Through Self-Knowledge* (John Wiley & Sons). He has published numerous articles in leading journals including *Harvard Business Review*, *Administrative Science Quarterly*, *Journal of Marketing*, *Journal of International Business Studies*, and *The Columbia Journal of World Business*.

Dr. Keegan is a former MIT Fellow in Africa, Assistant Secretary, Ministry of Development Planning and Secretary of the Economic Development Commission, Government of Tanzania, consultant with Boston Consulting Group and Arthur D. Little, and Chairman of Douglas A. Edwards, a New York corporate real estate firm.

He is a Lifetime Fellow of the Academy of International Business; Individual Eminent Person (IEP) appointed by Asian Global Business Leaders Society (other awardees include Noel Tichy, Rosabeth Moss Kanter, and Gary Wendt); listed in Marquis Who's

Who in America, 55th and earlier editions; member of the International Advisory Board of École des Hautes Études Commerciales (HEC)–Montreal; Member, Editorial Advisory Board, Cranfield School of Management and Financial Times/Prentice Hall Management Monograph Series, *The International Journal of Medical Marketing*; and is a commissioner of PT Indofood Sukses Makmur (Jakarta). He is a former director of The S.M. Stoller Company, Inc., The Cooper Companies, Inc. (NYSE), Inter-Ad, Inc., American Thermal Corporation, Inc., Halfway Houses of Westchester, Inc., Wainwright House, and The Rye Arts Center.

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