



Chapter 1 Understanding of the International Marketing

第 1 章 认识国际市场营销

Learning Objective 学习目标

- Understand the definition of market, marketing, international marketing
了解市场、市场营销和国际市场营销的基本含义
- Distinguish the different marketing concepts
掌握各个市场营销观念的基本含义
- Understand the differences between marketing and international marketing
了解市场营销与国际市场营销的区别
- Know the reasons for doing business in international market and the entry mode into international market
了解企业开展国际市场营销的动因，以及企业进入国际市场的方式

Learning Key Terms 学习术语

Market 市场: A market is any place where the sellers of a particular good or service can meet with the buyers of that goods and service where there is a potential for a transaction to take place. In terms of marketing, a market means the set of all actual and potential buyers of a product or service.

Need 需求: A need is a basic requirement that an individual wishes to satisfy.

Want 欲望: A want is a desire for a specific product or service to satisfy the underlying need.

Demand 需要: A demand is a want for a specific product supported by an ability and willingness to pay for it.

Marketing 市场营销: It's a process of planning and executing wide-range of activities to create exchanges that satisfy needs and wants.

Customer delivered value 顾客让渡价值: It is a difference between Total Customer Value and Total Customer Cost.

Production concept 生产观念: It's a management philosophy that focuses on producing cheaper goods for customers.

Product concept 产品观念: It's a management philosophy that assumes good quality is what buyers want from products. Companies concentrate on how to improve better quality of product regardless of cost.

Selling concept 推销观念: It's a management philosophy that emphasizes selling because of increased competition.

Marketing concept 营销观念: It's a management philosophy that focuses on understanding customer needs and wants and building products and services to satisfy them.

Societal marketing concept 社会营销观念: This management philosophy holds that a company should make good marketing decisions by considering consumers' wants, the company's requirements, and society's long-term interests. It is closely linked with the principles of corporate social responsibility and of sustainable development.

International Marketing 国际市场营销: International marketing is a multinational process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.

Lead-in: Case Discussion 导入: 案例讨论

Suppose you work in a company that sells combs. One day the manager asks you to explore a larger market and **assigns** you to sell combs to the **monks** who have no hair on their heads.

How will you sell combs to monks?

What can you learn from the case above?



assign: 指派, 指定

monk: 和尚

1.1 What is Marketing 什么是市场营销

Marketing is a very important **component** in a business world. All other factors, such as **accounting**, operations and finance, will not really matter if goods or services aren't in **sufficient** demand. Financial success of a company largely depends on marketing. In this chapter, we are going to explore some basic concepts about marketing.

1. Market 市场

The term "market" has different meanings in different contexts. Traditionally, "market" refers to the physical place where buyers and sellers gather to buy and sell goods. In this case, we can call a "market" as a "marketplace". In economics, market is a collection of buyers and sellers who transact over a particular product or product class.^[1]

However, **marketers** define a market in terms of sellers. It is made up of existing or potential customers with the desire and ability to pay for the products or services.^[2] Based on this definition, the size of a market is determined by three factors: number of **existing/potential customers**, the desire of purchasing, and their **purchasing power**. Therefore, it is not considered as a big market if people

component: 组成部分

accounting: 会计

sufficient: 足够的

marketer: 营销人员

existing/potential customers:
现有或潜在客户

purchasing power: 购买能力

[1] 市场在经济学中的定义为一个买卖双方为特定的产品或产品类别进行交易而聚在一起的场所。

[2] 市场营销中的“市场”是由具有购买产品或服务愿望, 并具备购买能力的现有或潜在客户组成的。

principle: 原则

zip: 拉链

hook-and-loop: 魔术贴

there do not have strong buying power, even though the population is large. Likewise, a market of some product is not large if there is no such demand even people are very rich. It is essential for marketers to recognise these three basic elements of a market.

Market = Population + Want + Buying power

市场 = 人口 + 购买的欲望 + 购买能力

To better define our market, we should not only focus on the current need. One of the main **principles** for marketers is to seek out the better way to satisfy customer needs. Take fastening clothes for instance. Many button manufacturers had never thought there would be a better way to fastening clothes, shoes and even some other items.^[1] They lose out large markets to **zips** and **hook-and-loop** fastener manufacturers.



If customers' need is "to have breakfast", how do you define the market?



Case study^[2]

Hook on Innovation

Inventing something new has as much to do with an inquisitive and entrepreneurial spirit as it does with chance. Such was the case with George de Mestral, a Swiss amateur mountaineer and engineer. He accidentally discovered burs covered with hundreds of tiny but strong hooks can stick to anything with a loop, such as clothing and animal fur.

[1] 以系紧衣服为例,许多纽扣制造商从来没有想过会有更好的方式来紧固衣服,鞋子,甚至其他一些需要系紧的物品。

[2] 【案例】“钩住”创新

新发明的出现通常都发生在那些具有好奇心和企业家精神的人身上,这就像机遇一样。乔治·德·梅斯特拉尔就是其中一个例子。他是一名瑞士的业余登山家和工程师。他在一次登山中无意发现了芒刺,芒刺表面上覆盖许多微小而强大的钩子,可以粘住很多东西,如衣服,动物皮毛等。

2. Marketing 市场营销

The definition of marketing involves as the study of marketing. There are arguments on how to define marketing. One of the shortest definitions of marketing is “meeting needs profitably.”^[1] Philip Kotler, a famous scholar, also known as the Father of Marketing, defines marketing as “satisfying needs and wants through an exchange process^[2]”.

American Marketing Associate (AMA) offers the definition as follows: Marketing is the activity, set of institutions, processes of creating, communicating, delivering and exchanging offering that have value for customers, clients, partners and society at large (Approved in 2007).^[3]

From the above definitions, we can see that there are some characteristics of marketing. First of all, it is to satisfy needs and demands. Second, this requires us to understand what customers need and try to meet their demand.^[4] Some managers or marketers see marketing as “the art of selling products”. They might get surprised when they find selling is not the most important part of marketing. Actually, selling is only **the tip of the marketing iceberg**. Before selling the products, we need to do some **marketing research, analyse buyers' behaviour, select our target market, develop product, set up the prices, choose the distribution channels, and do some promotions** to push sales (shown in Figure 1.1). That's why Apple's iPhone become the world's most popular cell phone. They are not just making smart phones but designing the “right” product based on careful marketing homework.^[5]

the tip of the marketing iceberg:

市场营销中的冰山一角

marketing research: 市场营销
调研

analyse buyers' behaviour: 分
析消费者行为

select our target market: 选择
我们的目标市场

develop product: 开发产品

set up the prices: 制定产品
价格

choose the distribution channels:
选择产品分销渠道

do some promotions: 做些促销
活动

[1] 最简短的一个市场营销定义是“有盈利地满足需要”。

[2] 在交换过程中满足需求和欲望。

[3] 市场营销是在创造、沟通、传播和交换产品中，为顾客、客户、合作伙伴以及整个社会带来价值的一系列活动和过程和体系(该定义在2007年被核准)。

[4] 从上述定义中，我们可以看到营销的一些特点：首先，它是满足需要和需求；然后，这要求我们要了解客户的需要，并努力满足他们的需求。

[5] 这就是苹果手机成为世界上最受欢迎的手机原因。他们不仅仅是在制作智能手机，而是在精准的营销活动基础上精心设计出“合适”的产品。



Figure 1.1 市场营销的重要组成部分

What are the differences between marketing and sales?

3. Basic elements of marketing concept 有关市场营销的核心概念

(1) Need, want and demand 需要、欲望和需求

It is necessary to grasp some fundamental concepts in order to understand how marketing works. The followings are the core concepts in marketing.

① Need 需要

Needs are the basic human requirements for survival. ^[1] People need food, air, water, clothing, **shelter** to survive. If these needs are not met, the human body cannot function properly, and will **ultimately** fail. That's why they should be met first.

According to “**Maslow's hierarchy of needs**” (see Figure 1.2) put forward by the American **psychologist** Abraham Maslow, needs can be divided into five levels: **physiological need, safety need, love/belonging need, esteem need** and **self-actualization**

shelter: 居所

survive: 生存

ultimately: 最终

Maslow's hierarchy of needs:

马斯洛需求层次

psychologist: 心理学家

[1] 需要是人类最基本的生存要求。

need. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher level needs.^[1] However, marketers should understand needs pre-exist marketers. Needs cannot be created.

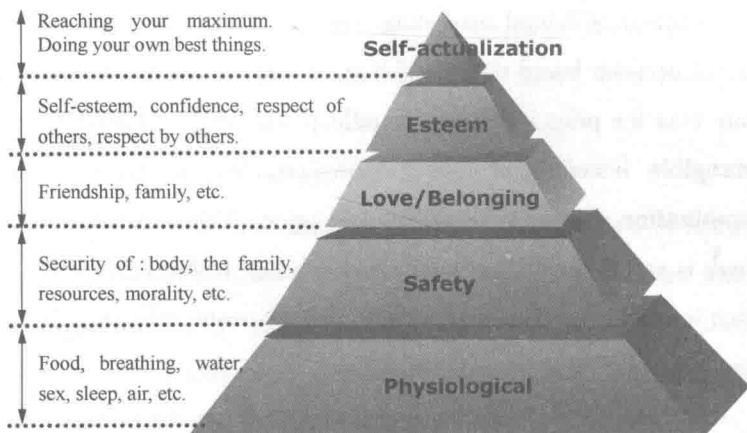


Figure 1.2 Maslow's hierarchy of needs 马斯洛的需求层次

② Want 欲望

Different from needs, wants refer to a desire for a specific product or service to satisfy the underlying need.^[2] A Chinese who feels hungry may want a bowl of noodles and some oolong tea, while an American may want a hamburger, French fries, and a glass of coke.^[3] Wants are shaped by one's society. Although marketers cannot create needs, they can influence people's wants by using effective marketing methods.

③ Demand 需求

Demands are wants for specific products backed by an ability and willingness to pay.^[4] Only when customer's want is supported by the purchasing power, it can become real demand. Many people want a BMW, but only a few are willing and able to buy one.^[5]

physiological need: 生理需要

safety need: 安全需要

love/belonging need: 社交需要

esteem need: 尊重需要

self-actualization need: 自我实现需要

[1] 马斯洛的理论表明, 只有最基本的需要层次被满足后, 人们才有强烈的愿望(或更强的动机)满足更高层次的需要。

[2] 与需要不同, 欲望指的是人们想要得到满足某种需要的具体物品的愿望。

[3] 一名中国人可能在饿的时候想要吃一碗面和喝乌龙茶, 而一名美国人在饿的时候想吃汉堡包、炸薯条和喝可乐。

[4] 需求指的是有支付能力并愿意购买某种产品来满足需要的欲望。

[5] 很多人都想要一辆宝马车, 但只有少部分人愿意并买得起。

tangible: 有形的, 可见的

intangible: 无形的, 不可触摸的

combination: 组合

decrease: 降低

Customer Delivered Value: 顾客让渡价值

Total Customer Value: 整体顾客价值

Total Customer Cost: 整体顾客成本

Companies must recognize the real demand of a market. They should not only focus on the number of the people who want to purchase the products, but also measure those who can afford to buy it.

(2) Consumer value 顾客价值

Value is a central marketing concept. People often make their buying decision based on the offering's value. Value in this sense is more than the price it reflects. It reflects the perceived **tangible** and **intangible** benefits and costs to customers. We can see value as a **combination** of quality, service, and price. Value increases if the buyer is satisfied with the quality and service. It **decreases** when the price is too high. Of course, there are also many other factors that play important roles in customer value.

Buyers always choose the product that delivers the maximum value. [1] As a marketer, we should always try to maximize **Customer Delivered Value**, which is the difference between **Total Customer Value** and **Total Customer Cost** (see Figure 1.3). Therefore, marketers need to think about how to lower total customer cost, including money, energy, time and psychological impact on the customer. Meanwhile, the maximization of customer value should not be neglected. [2]

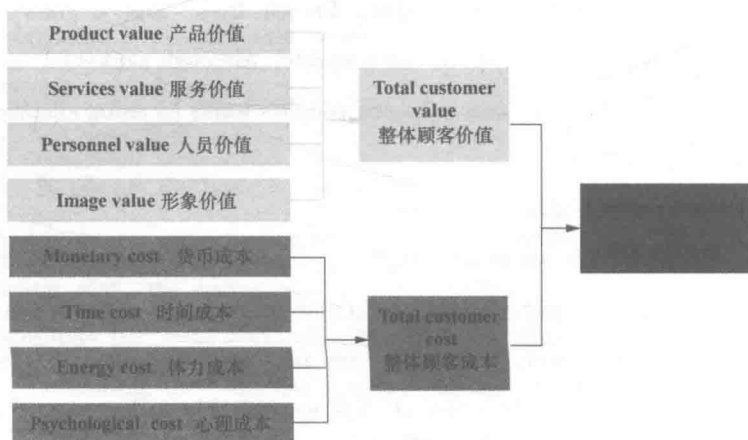


Figure 1.3 Customer delivered value 顾客让渡价值

[1] 购买者通常会选择购买那些给他们带来最大价值的产品。

[2] 因此, 营销人员需要考虑如何降低客户总成本, 包括金钱、精力、时间、对客户心理的影响; 同时, 努力使顾客价值最大化。

4. The development of marketing philosophies 市场营销理念的演变

The job of a manager means meeting the needs of employees, customers, investors and the laws. So how to balance the weights of all these different prospects of running a company? What philosophy should guide the company's marketing efforts? Here, let's look at the following philosophies that focus on different issues.

(1) Production concept 生产观念

The production concept is one of the oldest concepts in marketing. It holds that consumers will choose the products that are widely available and highly affordable.^[1] Management under this belief **concentrates** on lowering the **production cost**, and increasing the **production efficiency**. This marketing philosophy is suitable in those developing countries where the productivity is very low.^[2]

concentrate: 集中, 关注

production cost: 生产成本

production efficiency: 生产效率



Case study^[3]

Putting the world on wheels

At the beginning of the 20th century automobiles were the plaything of the rich. It was Henry Ford who produced an automobile that was within the economic reach of the average American. He developed a new assembly line, improving the chassis assembly speed from about 12 hours to 1 hour and 33 minutes. This improvement led Model T into mass production, greatly increasing the efficiency of manufacture and decreasing its cost. As a result, the public enthusiastically purchased all the Model T Fords that the company could produce.



[1] 它认为, 消费者将选择最容易购买得到的和最便宜的产品。

[2] 这种营销理念适合用于生产力低下的发展中国家。

[3] 【案例】给世界装上车轮

在20世纪初, 汽车是富人的玩物。正是由于福特汽车的出现, 使汽车变成美国家庭的寻常物。福特开发了一个新的装配线, 使底盘装配时间从约12小时降低到1小时33分钟。这种改进使得福特汽车T型可以大规模生产, 大大提高了生产效率, 降低了生产成本。因此, 市民踊跃购买福特公司生产的T型汽车, 这款汽车几乎供不应求。

(2) Product concept 产品观念

With the development of productivity and the intense competition, products or services become very easy to purchase. [1] Managers in these organisations switch their attention on product quantity into quality. [2] Product concept holds that customer will favour those products that offer the best quality, performance, or innovative features. [3]

However, those managers holding this concept are sometimes too **obsessed** with their products. They might **get struck in** the better “**mousetrap**” **fallacy**, believing the only way to success is develop **superior** quality. One problem with product concept is that it might lead to “**Marketing Myopia**”, losing focus on the customer’s needs.

obsess 沉迷

get struck in: 被困在

mousetrap: 捕鼠器

fallacy: 谬误

superior: 上等的

Marketing Myopia: 营销近视症



Case study [4]

Better Mousetraps Do Not Necessarily Make Better Businesses

In *What Should Google Do* e-book, the author believes that there is the greatest myth surrounding Google. There are numerous articles and reports about it over the past two years. The argument goes like this: Google search is just a technology. The company that comes up with a better search engine will surpass Google because there is no switching cost.

There’s no truth in this assumption either. It’s what Jeffery Timmons calls the great mousetrap fallacy made famous by Emerson’s

[1] 随着生产力的提高和竞争的加剧, 产品或服务变得很容易购买得到。

[2] 企业管理者把关注点从生产数量转变到产品质量上。

[3] 产品观念认为, 顾客会喜欢那些质量最好、性能最好或最有创意的产品。

[4] 【案例】更好的捕鼠器不一定能做出更好的业务

《谷歌应该做什么》的作者认为, 关于谷歌的成功有一个最大的神话。在过去的两年里有很多文章和报道都在报道它。论点是这样的: 谷歌搜索只是一项技术。有更好的搜索引擎公司将超越谷歌, 因为这里没有任何转换成本。

这个假设没有真相。这就是杰弗里·蒂姆斯所说的“捕鼠器谬误”, 出自艾默生著名的台词“如果你能比你的邻居制造出更好的捕鼠器, 人们就会踏破你的门槛。”杰弗里·蒂姆斯是创业家和作家, 他擅长撰写此类题材, 例如《新企业的创建》。他称之为“谬误”, 是因为每个风险资本家都知道, 成功是不容易保证的。

技术优势是永远不够的。要记住的是, 还必须要有对这种技术的需求。所谓“雅虎和微软的竞争使搜索行业竞争升温, 谷歌将很快就要与它们分享广告收入”, 这一切的谈论无非都是猜测。为什么就没有人静下心来想一下, 对谷歌满意的用户凭什么会考虑转用其他搜索引擎呢?

如果每家每户都已经有很好的捕鼠器了, 那么就算有再好的捕鼠器也不会大卖。

line, "If a man can make a better mousetrap (...) the world will make a beaten path to his door." Jeffery Timmons is an entrepreneurship expert and author of the best work on the subject, *New Venture Creation*. He calls it a fallacy because as every venture capitalist knows, success is never easily assured.

Superior technology is never enough. For one thing, there has to be a need for it. All this talk about search industry heating up with competition from Yahoo and Microsoft that Google will soon have to share ad revenues with them is nothing more than speculation. Why doesn't anyone stop to come up with a single reason as to why satisfied Google users will even consider making the switch?



A better mousetrap will not sell in a town where every house already has one that works pretty well.

Source: <http://orangehues.com/blog/2004/12/google-and-great-mousetrap-fallacy.html>.

(3) Selling concept 推销观念

The selling concept proposes that consumers typically show buying inertia or resistance.^[1] If left alone, they will not buy enough products generally. The company, therefore, must undertake an aggressive selling and promotion effort.^[2] They only focus on effective **selling tactics** rather than what customers want. Companies who practice this concept generally have the problem of **overcapacity**. Nevertheless, selling concept can be used in the "**unsought goods**", like **insurance**. To be successful with this concept, the organization must be good at tracking down the interested buyer and selling them on product benefits.^[3]

selling tactics: 销售技巧

overcapacity: 生产过剩

unsought goods: 非渴求品

insurance: 保险

[1] 推销概念提出, 消费者通常表现出购买惰性或购买抗衡心理。

[2] 因此, 企业必须要采取激进的销售和推销手段。

[3] 想成功使用该理念, 企业必须能精准找到目标买家, 并以产品利益为切入点进行销售。



Case study^[1]

The Ford Motor Company is also a good example of the selling concept. But why this concept does not work in many instances? The Model T's success in early 1920s attracted more competition. After the automobile had been on the market for a period of time, consumers' wants and needs with respect to cars changed dramatically. Because of Henry Ford's reaction to consumer requests for more colour options—"you can have any colour car you want as long as it is black.", not only did the competition begin to offer cars in other colours, the styling of the competition was viewed as modern and the Model T became considered as old-fashioned. However, Henry Ford was sure that his standardized low-price automobile was what the public needed. With more and more cars piling up at the warehouse, Ford turned to more effective selling and promotion tools to sell the Model T. It continued to sell, but its market share began to drop. Eventually, even Henry Ford had to recognize consumer desires and introduce a new model.

(4) Marketing concept 市场营销观念

Different from the above three marketing philosophies, the marketing concept concentrates on consumer's needs and wants.^[2] The job of a company is find out the right products for the customers, and do it better than competitors to satisfy customer's needs. Therefore, it requires the organisation to be more effective in creating, delivering

[1] 【案例】福特汽车公司也是一个很好解释销售观念原理的例子，但为什么这个观念在其他情况下行不通。福特 T 型系列汽车在 20 世纪 20 年代早期的成功例子吸引了更多的竞争。汽车上市一段时间后，消费者对汽车的需求发生了巨大的变化。但是一开始福特对消费者想要更多颜色选择时的反应是“不管你需要什么颜色的汽车，我们的汽车都是黑色的”。其他竞争对手纷纷开始生产各种颜色的车，而且在车的款式上也展开了竞争，T 型车因此被认为太过时了。福特仍认为它的标准化低价的汽车是人们所需要的，但是，随着越来越多的汽车堆积在仓库，福特开始用更有效的销售和促销手段出售 T 模型汽车。虽然仍有人买该款汽车，但其市场份额开始下降。最终，福特不得不承认消费者的需求，引入一个新款汽车系列。

[2] 与上述 3 种观念不同，市场营销观念以消费者的需要和购买欲望为关注点。

and communicating superior customer value to its target markets. [1]

The **emergence** of marketing concept not only brought great changes in management philosophy, it also made great improvements in business operation. Changes in marketing activities that have **occurred** under the concept **involved** both marketing strategies and marketing functions. To better understand customer's needs, special attention has been paid to the market research, which becomes a **prominent** tool. Meeting customer's interests is the first priority to the managers in all marketing activities. [2]

(5) Societal marketing concept 社会市场营销观念

The more efforts is paid to improve marketing concept, the deeper understanding of its shortcomings will be found. [3] The focus on marketing concept is to take customer satisfaction to a higher level, which sidesteps the potential conflicts among other consumer interests, and long-term social welfare, such as environment. [4] Therefore, scholars, like Philip Kotler, **extended** and broadened the marketing concept by adding social concerns. This is called societal marketing concept.

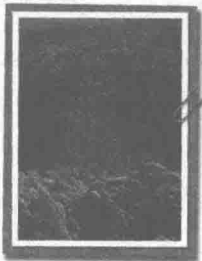
It **emphasizes** social **consciousness** as a part of the overall marketing plan. It means that a company must consider not only the needs of consumers and companies in mind, but also the long-term well-being of society as a whole. [5] Firms must make good marketing decisions based on the interests of consumer, company, as well as the long-run social interests.

emergence: 出现

occur: 发生

involve: 涉及, 包括

prominent: 重要的



extend: 延伸和扩大

emphasize: 强调

consciousness: 意识

[1] 因此, 它要求企业更有效地创造和传递优质的顾客价值, 并将其宣传至目标市场。

[2] 在所有的营销活动中, 满足客户的利益是管理者的首要任务。

[3] 营销者越致力于改善营销观念, 对该理念的不足也就会有更深入的认识。

[4] 市场营销观念的重点是把客户的满意度推向更高的层次, 然而忽视了其他消费者的利益和其潜在冲突, 以及长期的社会福利, 如环境。

[5] 社会营销是指企业不仅要考虑消费者和企业的需要, 还要把社会的长期利益考虑在内。



Case study^[1]

Earth-friendly Business—The Body Shop

The Body Shop International plc is a cosmetic company found by Anita Roddick. The company only uses vegetable based materials for its products. It is also against animal testing, and supports community trade, Activate Self Esteem, Defend Human Rights, and overall protection of the planet.

The Body Shop experienced a rapid growth in 1980s through actively promoting its products as all-natural, environmental friendly and non-animal testing. Indeed, The Body Shop became the prototype of the “earth-friendly” business. As the vanguard of social responsibility, The Body Shop and its founder became the beneficiary of huge volumes of positive publicity, international acclaim, and consumer goodwill.

“The business of business should not just be about money, it should be about responsibility. It should be about public good, not private greed.”

“营商之道，不应只是金钱，亦应着重社会责任。要以大众的福利为前提，不能只顾私利和贪欲。”

—By Dame Anita Roddick, a human rights Activist, founder of The Body Shop



[1] 【案例】环保企业——美体小铺

美体小铺国际有限公司是一家由罗迪克安妮塔创办的化妆品公司。美体小铺的产品只使用植物原料。它也反对用动物做试验，并支持社区贸易、“激活自我尊重”、“保护人权”、“保护地球”等公益活动。

美体小铺通过积极推广其产品的纯天然性、环保性和非动物测试，在 20 世纪 80 年代时快速增长。事实上，美体小铺已成为坚持“环保”理念的典范。作为社会责任的先锋，美体小铺和它的创始人获得许多的正面评价，受到全世界各国消费者的好评。

1.2 Brief Introduction to the International Marketing 国际市场营销概述

1. Definition of international marketing 国际市场营销概念

Driven by the globalised world economy and aided by the advance information technology, more and more companies expand their business from domestic market to international market, even global market. [1]

International marketing is the process of focusing the resources and objectives of an organization on global market opportunities. It involves recognising that people all over the world have different needs. [2] Companies like Coca Cola, Wal-Mart, P&G have brands that are recognised across the globe. [3] These businesses take international **audience** as **targeted customers**, and develop international marketing strategies by recognising **regional differences** in values, customs, languages, etc.

audience: 观众

targeted customer: 目标客户

regional differences: 地区差异

2. Characteristics of international marketing 国际市场营销的特点

Since international marketing is cross-nations, its strategies must be different from what are **implemented** in domestic market. Here are some characteristics of international marketing.

implement: 执行

Firstly, the environment of international marketing is more complicated, as the differentiated locations, natural sources, imbalanced economic development, culture, social system, as well as laws and regulations. [4] All these various factors make international marketing

[1] 在全球化的世界经济驱动下和采用先进的信息技术辅助支持下,越来越多的公司把业务从国内市场拓展到国际市场,甚至全球市场。

[2] 这包括要认识到世界各地的人们有不同的需要。

[3] 像可口可乐、沃尔玛、宝洁等公司的品牌在全球得到认可。

[4] 首先,国际市场营销的环境更为复杂,譬如不同的经营地点和自然资源,发展不均衡的经济,不同的文化、社会体系以及法律法规等。

challenging: 有挑战性

arena: 竞技场

a variety of: 各种的

motorcycle: 摩托车

economy of scale: 规模经济

Research and development: 研究与开发

in an effort to: 企图, 努力想

more difficult and **challenging**.

Secondly, there are greater levels of uncertainty and risks. [1] As we mentioned earlier, marketers have to face a strange foreign market and adjust their products to local conditions. These uncertain factors impose greater risks, increasing the difficulty of success in international marketing. [2]

3. Reasons for entering into international arena 企业经营国际化的原因

Companies involved in international **arena** for a **variety of** reasons. Some firms might just respond to orders abroad without any organised efforts, but most firms enter the international market for the following reasons.

(1) To extend the product life cycle [3]

There are four stages of a product life cycle. When products reach the last stage, firms either withdraw the products from the market, or sell them to less developed countries to extend the life cycle. Take **motorcycles** for example. Motorcycles manufacturers will export their products to a developing country to extend the product life cycle.

(2) To get additional volume [4]

Many firms move into foreign markets to increase more sales volume and expand the **economy of scale**. Through expanding the sales volume, it can lower unit costs, especially the average expenses of R & D (**Research and development**) will be cut down.

4. Entry mode into international market 国际市场的进入模式

Businesses often want to enter foreign markets **in an effort to** sell their products to new customers. But the entry into foreign

[1] 第二, 不确定性和风险性更高。

[2] 这些不确定因素带来了更大的风险, 增加了国际营销成功的难度。

[3] 延长产品生命周期。

[4] 获取更高的销售量。

markets can be tricky, as there lies more risks and uncertainty. [1] Once the organisation decides to extend their business to overseas market, they need to choose a suitable entry mode into the international market. [2] These options vary with cost, risk and the degree of control which can be exercised over them.

(1) Export

Export can be defined as the marketing of goods produced in one country into another. It is the simplest and the most traditional way to enter into international market. There are two types of export; direct and indirect. Indirect export is the process of exporting through domestically based export intermediaries. [3] The exporter has no control over its products in the foreign market. [4] While in direct export, firms can directly get involved in marketing products in foreign markets.

Although export can be a good option for entering into overseas markets at the first stage, it can be risky as the company might face **tariff and non-tariff obstacles**, and lose its **competitive advantages**.

(2) Licensing

In this mode of entry, companies sign contracts with foreign businesses, called “licenses,” which allow the foreign companies to legally manufacture and sell the company’s products. [5] It is quite similar to the “franchise” operation. Coca Cola is an excellent example of licensing. In **Zimbabwe**, United Bottlers have the licence to make Coke.

(3) Foreign Joint Venture

A joint venture is a business agreement in which the parties agree to develop a new entity and new assets by contributing equity

tariff and non-tariff obstacles:

关税和非关税障碍

competitive advantages: 竞争优势

Licensing: 许可证贸易

franchise: 特许经营

Zimbabwe: 津巴布韦

Foreign Joint Venture: 国外合
营企业

[1] 但进入国外市场可能会很棘手, 因为有更多的风险和不确定性。

[2] 一旦公司决定将业务拓展到海外市场, 就需要选择合适的进入方式进入国际市场。

[3] 间接出口是通过国内出口中介机构把产品出口到国外的过程。

[4] 出口商无法控制其产品在外国市场的销售。

[5] 在进入许可模式, 公司与外国企业签订合同, 称为“许可证”, 允许外国公司合法生产和销售公司的产品。