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[丹] 斯文德·霍伦森 (Svend Hollensen) 著

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以决策为导向的方法

GLOBAL^{SE}
MARKETING

A DECISION-ORIENTED APPROACH

第5版



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PREFACE

Globalization is the growing interdependence of national economies – involving primarily customers, producers, suppliers and governments in different markets. Global marketing therefore reflects the trend of firms selling and distributing products and services in many countries around the world. It is associated with governments reducing trade and investment barriers, firms manufacturing in multiple countries and foreign firms increasingly competing in domestic markets.

For many years the globalization of markets, caused by the convergence of tastes across borders, was thought to result in very large multinational enterprises that could use their advantages in scale economies to introduce world-standardized products successfully.

In his famous 1994 book, *The Global Paradox*, John Naisbitt has contradicted especially the last part of this myth:¹

The mindset that in a huge global economy the multinationals dominate world business couldn't have been more wrong. The bigger and more open the world economy becomes, the more small and middle sized companies will dominate. In one of the major turnarounds in my lifetime, we have moved from 'economies of scale' to 'diseconomies of scale'; from bigger is better to bigger is inefficient, costly and wastefully bureaucratic, inflexible and, now, disastrous. And the paradox that has occurred is, as we move to the global context: The smaller and speedier players will prevail on a much expanded field.

When the largest corporations (e.g. IBM, ABB) downsize, they are seeking to emulate the entrepreneurial behaviour of successful SMEs (small- and medium-sized enterprises) where the implementation phase plays a more important role than in large companies. Since the behaviours of smaller and (divisions of) larger firms (according to the above quotation) are convergent, the differences in the global marketing behaviour between SMEs and LSEs (large-scale enterprises) are slowly disappearing. What is happening is that the LSEs are downsizing and decentralizing their decision-making process. The result will be a more decision- and action-oriented approach to global marketing. This approach will also characterize this book.

In light of their smaller size, most SMEs lack the capabilities, market power and other resources of traditional multinational LSEs. Compared with the resource-rich LSEs, the complexities of operating under globalization are considerably more difficult for the SME. The success of SMEs under globalization depends in large part on the decision and implementation of the right international marketing strategy.

The primary role of marketing management, in any organization, is to design and execute effective marketing programmes that will pay off. Companies can do this in their home market or they can do it in one or more international markets. Going international is an enormously expensive exercise, in terms of both money and, especially, top management time and commitment. Due to the high cost, going international must generate added value for the company beyond extra sales. In other words, the company needs to gain a competitive advantage by going international. So, unless the company gains by going international, it should probably stay at home.

The task of global marketing management is complex enough when the company operates in one foreign national market. It is much more complex when the company starts operations in several countries. Marketing programmes must, in these situations, adapt to the needs and preferences of customers that have different levels of purchasing power as well as different

¹ Naisbitt, J. (1994) *The Global Paradox*, Nicholas Brearley Publishing, London, p. 17.

climates, languages and cultures. Moreover, patterns of competition and methods of doing business differ between nations and sometimes also within regions of the same nation. In spite of the many differences, however, it is important to hold on to similarities across borders. Some coordination of international activities will be required, but at the same time the company will gain some synergy across borders, in the way that experience and learning acquired in one country can be transferred to another.

Objectives

This book's value chain offers the reader an analytic decision-oriented framework for the development and implementation of global marketing programmes. Consequently, the reader should be able to analyze, select and evaluate the appropriate conceptual frameworks for approaching the five main management decisions connected with the global marketing process: (1) whether to internationalize, (2) deciding which markets to enter, (3) deciding how to enter the foreign market, (4) designing the global marketing programme and (5) implementing and coordinating the global marketing programme.

Having studied this book, the reader should be better equipped to understand how the firm can achieve global competitiveness through the design and implementation of market-responsive programmes.

Target audience

This book is written for people who want to develop effective and decision-oriented global marketing programmes. It can be used as a textbook for undergraduate or graduate courses in global/international marketing. A second audience is the large group of people joining 'global marketing' or 'export' courses on non-university programmes. Finally, this book is of special interest to the manager who wishes to keep abreast of the most recent developments in the global marketing field.

Prerequisites

An introductory course in marketing.

Special features

This book has been written from the perspective of the firm competing in international markets, irrespective of its country of origin. It has the following key features:

- a focus on SMEs as global marketing players;
- a decision/action-oriented approach;
- a value chain approach (both the traditional product value chain and the service value chain);
- a value network approach (including different actors vertically and horizontally);
- coverage of global buyer-seller relationships;

- extensive coverage of born globals and global account management (GAM), as an extension of the traditional key account management (KAM);
- presents new interesting theories in marketing, for example, service value chain, value innovation, blue ocean strategy, social marketing, corporate social responsibility (CSR), global account management, viral branding and sensory and celebrity branding;
- aims to be a 'true' global marketing book, with cases and exhibits from all parts of the world, including Europe, the Middle East, Africa, the Far East, North and South America;
- provides a complete and concentrated overview of the total international marketing planning process;
- many new up-to-date exhibits and cases illustrate the theory by showing practical applications.

Outline

As the book has a clear decision-oriented approach, it is structured according to the five main decisions that marketing people in companies face in connection with the global marketing process. The 20 chapters are divided into five parts. The schematic outline of the book in Figure 1 shows how the different parts fit together. Global marketing research is considered to be an integral part of the decision-making process, therefore it is included in Chapter 5, so as to use it as an important input to the decision about which markets to enter (the beginning of Part II). Examples of the practice of global marketing by actual companies are used throughout the book, in the form of exhibits. Furthermore, each chapter and part end with cases, which include questions for students.

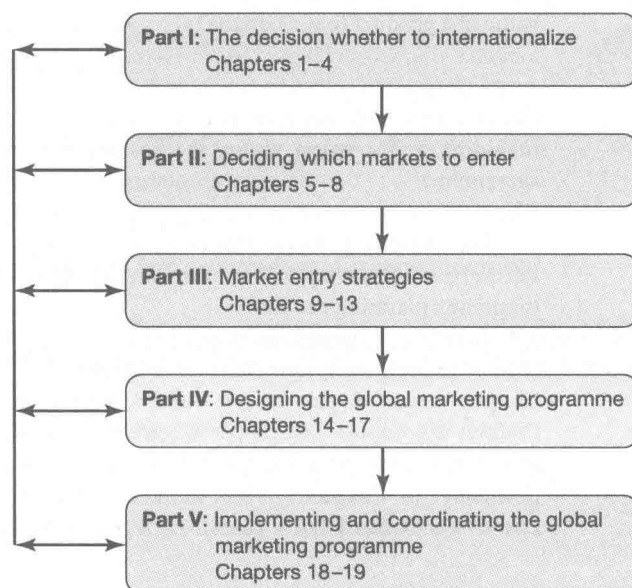


Figure 1

Structure of the book

What's new in the fifth edition?

- Chapter 1 – the globalization concept is expanded and the 'de-globalization' concept is introduced as a reverse globalization process.
- Chapter 4 – based on a new definition of customer perceived value (CPV) this chapter now contains a new comprehensive section on value net, which is a company's value creation in collaboration with suppliers and customers (vertical network partners) and complements and competitors (horizontal network partners). Furthermore this chapter introduces the sustainable value chain, where it is explained how CSR (corporate social responsibility) influences the international competitiveness of the company.
- Chapter 5 – in this chapter a new section shows what pitfalls are connected with doing market research in India.
- Chapter 6 – new updated information on the EU and furthermore this chapter discusses the BOP (bottom of the pyramid) strategy as a new business opportunity in the world market.
- Chapter 8 – a new section about 'trickle-up' strategies (the opposite of the 'trickle-down' or waterfall approach) explains how some multinational companies are taking low-cost products developed for emerging markets and adapting them for developed countries.
- Chapter 9 – a new exhibit explains the principles of choosing the 'right' entry mode for Konica Minolta Printing Solutions.
- Chapter 12 – this chapter now includes a completely new section subsidiary growth strategies. It also explains the motives for Wal-Mart's withdrawal from the German market.
- Chapter 14 – this chapter explains the 'time-to-market' strategies, and introduces the different parameter strategies that a company can follow in the different stages of the product life cycle (PLC).
- Chapter 15 – introduces an international pricing taxonomy: the local price follower firm, the global price follower firm, the multilocal price-setter firm and the global price leader firm.
- Chapter 16 – introduces the 'banana split model', which shows how much of the retail value of a product (e.g. a banana) stays with each actor in the value chain.
- Chapter 17 – this chapter now includes a new comprehensive section on integrated marketing communication through social networking.
- Chapter 18 – includes a section about a seven-stage cross-cultural negotiation process, including a discussion about the so-called BATNA (best alternative to a negotiated agreement).
- Chapter 19 – now contains even more extensive coverage of global account management (GAM), including three models for handling the organizational set-up of GAM. Furthermore this chapter now also contains an overview model of the total international marketing planning process.
- All existing cases are now up-to-date.
- Seventeen completely new cases are available:
 - Chapter cases (8 new cases):** Build-A-Bear Workshop (in Chapter 1), LifeStraw (in Chapter 2), Classic Media (in Chapter 3), Nintendo Wii (in Chapter 4), G-20 and globalization (in Chapter 6), Polo Ralph Lauren (in Chapter 12), Morgan Motor Company (in Chapter 17) and Henkel (in Chapter 19).
 - End-of-part cases (2 new cases):** Zara (case I.1), Sony Music Entertainment (case V.1)

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