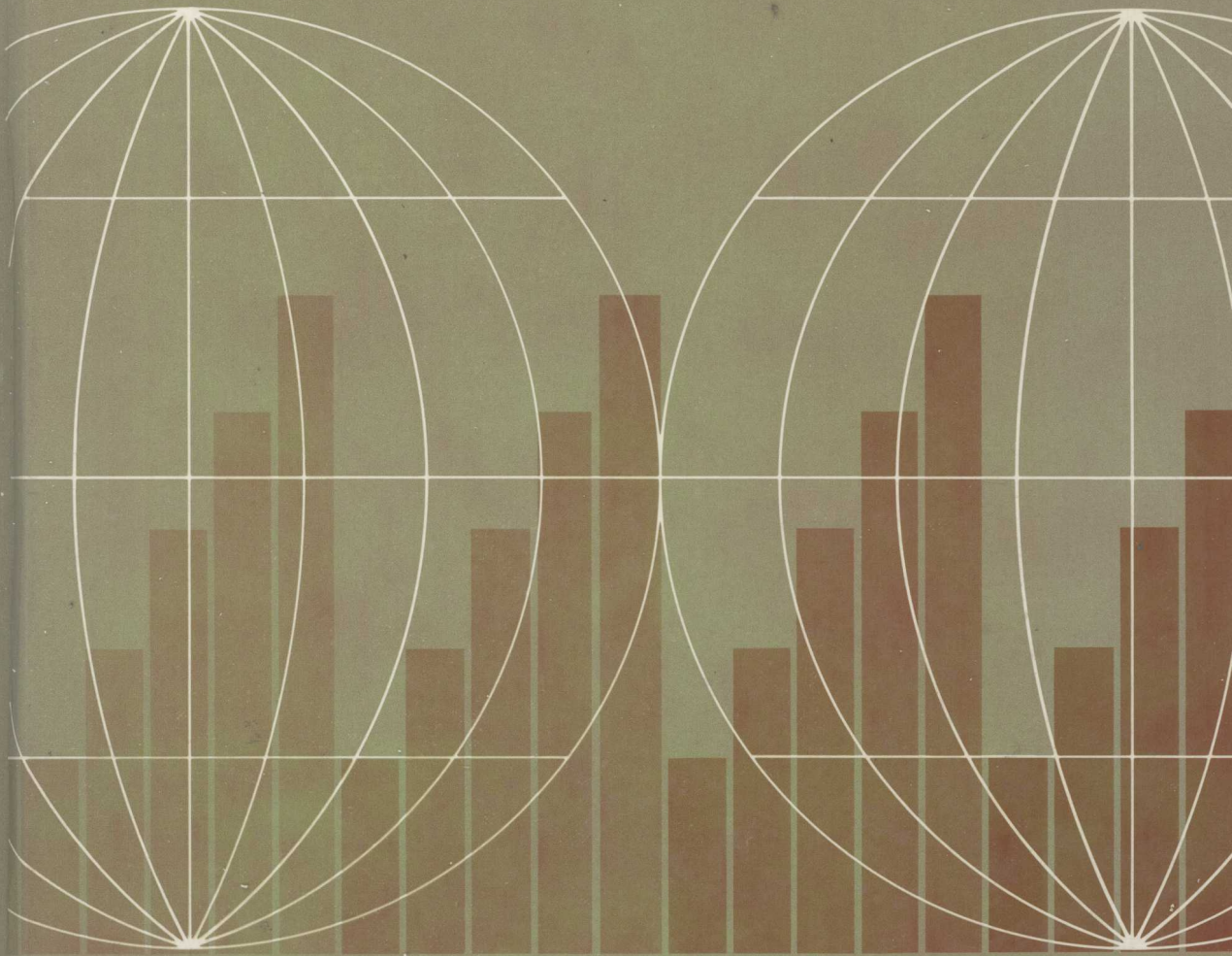


WARREN J. KEEGAN

MULTINATIONAL MARKETING MANAGEMENT

THIRD EDITION



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PREFACE

This book introduces the student and the practitioner of international marketing to a systematic treatment of marketing on a global scale. In both teaching and practice, marketing has evolved from application in a single domestic market environment to application on a global scale. In practice, this development has resulted in the exploitation of major opportunities that have yielded increasingly significant rewards for venturesome firms. At the same time, it has exposed companies to risks and problems that have resulted in an appalling number of failures and blunders. A recent study of international business blunders reveals that 53 percent were associated with marketing, 35 percent with management, and only 12 percent with legal, production, and finance functions.¹ The goal of this book is to provide marketing managers with the conceptual and analytic tools and a solid data base that will enable them to better exploit opportunities and avoid the pitfalls of global marketing.

¹J. S. Arpan, D. A. Ricks, and D. J. Patton, "The Meaning of Miscues Made by Multinationals," *Management International Review*, Vol. 14 (1974), p. 6, and D. A. Ricks, *Big Business Blunders: Mistakes in Multinational Marketing* (Homewood, Ill.: Dow Jones-Irwin, 1983).

The third edition has been written with three objectives in mind:

1. To update each section of the book. Since the second edition was published, there have been major changes in the world market environment, including persistent and high worldwide inflation, the rise of Third World multinationals, the intensification of international competition, and a continuing increase in nationalism. In addition, the field of international marketing has developed considerably, allowing a much deeper discussion of the process of identification of global opportunities and threats, the formulation of multinational marketing programs, and multinational planning, organization, and control.
2. To add two new chapters: one on strategic market planning and management and another on international competitive analysis.
3. To revise and update completely the case selection with cases of proven classroom effectiveness that provide an opportunity to apply concepts, tools, and knowledge of the world market environment to a cross section of actual multinational marketing situations.

Part I of the book presents a conceptual overview of the world market environment. Part II, *Analyzing the Global Marketing Environment*, describes the major characteristics of this environment—its complexity and diversity—and at the same time the many unifying factors and characteristics that reward integration of multinational marketing programs. This section concludes with chapters on information, research, and competitive analysis.

Part III focuses on the formulation of global marketing strategies. This section opens with a discussion of strategy alternatives and then focuses on each element of the marketing mix: product, price, place, promotion decisions, and exporting and importing. The overall process of planning, organizing, and controlling a multinational marketing program is examined in Part IV, which concludes with a look at the future. Four appendices identify sources of information for global marketing and some basic data on global markets.

The book develops three basic dimensions, each of which is fundamental to the successful practice of multinational marketing. The first is the traditional consideration of the dimensions of foreign market environments. I have taken a market development approach as well as a regional approach to develop a perspective on the types of market environments that exist and are evolving in the world. A second dimension of multinational marketing is the crossing of national boundaries with elements of marketing programs, in particular with goods in export marketing, but also with other aspects of a marketing program, such as communications appeals and pricing strategies. A third dimension of the text, a new direction in the field of international marketing and a particular thrust of this book, is the management of marketing programs being conducted simultaneously

in two or more national marketing environments. The simultaneous management of marketing programs presents major opportunities for leverage or advantage and is the basis for much of the success and advantage of the multinational company. This book identifies the basic requirements and the kinds of opportunities that exist to develop leverage in marketing programs that are managed simultaneously in different national marketing environments.

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CONTENTS

PREFACE, xvii

ACKNOWLEDGMENTS, xxi

I. A CONCEPTUAL OVERVIEW

1. An Introduction To Multinational Marketing Management, 1

Introduction, 1 Marketing, 2 Global Marketing Activities, 3 Foreign Marketing, 4 International-Multinational-Global Marketing, 5 Relationship Between Domestic and Multinational-Global Marketing, 7 Outline of This Book, 8 Summary, 8 Discussion Questions, 8 Bibliography, 9

Case: Which Company Is Truly Multinational? 25

2. Underlying Forces and Concepts, 27

Introduction, 27 Trade Theory, 28 *Marketing versus Sourcing, 29 Underlying Forces of International Business, 29 The International Monetary Framework, 30 The World Trading System, 30 Global Peace, 31 Domestic Economic Growth, 31 Communications, 32 The Multinational Corporation, 33 Key Concepts, 33 Strategy Formulation, 34 The Company in the World, 36 Clustering, 37 Environmental Sensitivity, 38 Unifying and Differentiating Influences, 39 Leverage, 42 ETHNOCENTRIC, POLYCENTRIC, AND GEOCENTRIC, 42 Product Life Cycle/Market Life Cycle, 43 Summary, 43 Discussion Questions, 44 Bibliography, 44*

Appendix: Comparative Advantage—An Example, 46

Case: Quaker Oats Company (A), 47

II. ANALYZING THE GLOBAL MARKETING ENVIRONMENT

3. Economic Environment, 57

Introduction, 57 Market Characteristics, 58 *The Location of Income, 58 The Location of Population, 64 Trade Patterns, 64 Consumption Patterns, 72 Engel's Law, 72 Product Saturation Levels, 72 Market Development, 73 Marketing and Economic Development, 73 Stages of Market Development, 76 PREINDUSTRIAL COUNTRIES, 76 UNDERDEVELOPED COUNTRIES, 78 DEVELOPING COUNTRIES, 78 INDUSTRIALIZED COUNTRIES, 79 POSTINDUSTRIAL COUNTRIES, 79 National Controls of International Transfers, 81 Why Identify Control Motives? 82 Summary, 84 Discussion Questions, 85 Bibliography, 85*

Case: Quaker Oats Company (B), 86

4. Social and Cultural Elements of the World Market Environment, 96

Introduction, 96 Basic Aspects of Culture, 97 *The Search for Cultural Universals, 98 The Anthropologist's Standpoint, 99 Communication, 99 Analytical Approaches to Cultural Factors, 100 The Need Hierarchy, 100 The Self-Reference Criterion, 103 Diffusion Theory, 104 THE ADOPTION PROCESS, 105 CHARACTERISTICS OF INNOVATIONS, 106 ADOPTER CATEGORIES, 107 High- and Low-Context*

Cultures, 108 Perception, 110 Industrial Products, 111 A Case Example: Marketing an Industrial Product in Latin America, 112 The Pitch, 113 The Failure, 114 Consumer Products, 115 Nationalism, 119 Cross-Cultural Complications and Solutions, 121 Summary, 123 Discussion Questions, 123 Bibliography, 124

Case: Choufont-Salva, Inc., 125

Appendix I: Position of the Roman Catholic Church Concerning Contraception, 140

Appendix II: Excerpts from "The Family Planning Association of the Philippines—Its Performance and Program of Activities," 141

5. Regional Market Characteristics, 143

Introduction, 143 Economic Cooperation and Preferential Trade Arrangements, 143 Free Trade Area, 144 EUROPEAN FREE TRADE ASSOCIATION, 144 LATIN AMERICAN INTEGRATION ASSOCIATION (ASOCIACIÓN LATINO-AMERICANA DE INTEGRACIÓN), 144 Customs Union, 145 Economic Union, 145 THE EUROPEAN ECONOMIC COMMUNITY, 146 CARIBBEAN COMMUNITY AND COMMON MARKET, 147 ANDEAN COMMON MARKET, 148 CENTRAL AMERICAN COMMON MARKET (MERCADO COMÚN CENTRO AMERICANO), 148 ASSOCIATION OF SOUTH EAST ASIAN NATIONS, 149 COUNCIL FOR MUTUAL ECONOMIC ASSISTANCE, 149 ORGANISATION COMMUNE AFRICAINE ET MAURICIENNE, 150 Regional Market Characteristics, 151 Western Europe, 151 Eastern Europe, 152 TRADING WITH THE USSR, 153 MARKETING WITHIN THE SOVIET STRUCTURE, 154 North America, 155 Asia, 156 BASIC CHARACTERISTICS OF THE JAPANESE MARKET, 157 U.S.-JAPANESE CONTRAST, 161 NEGOTIATING IN JAPAN, 162 Latin America, 164 Africa, 165 OCEANIA, 166 MIDDLE EAST, 166 Marketing in Less Developed Countries, 168 Summary, 169 Discussion Questions, 170 Bibliography, 170

Appendix: Marketing in Europe, 172

Case: Gulf Oil Corporation, 178

6. Legal Dimensions, 186

Introduction, 186 Legal Environment, 186 Relevant Business Issues, 188 Establishment, 188 Patents and Trademarks, 189 Recourse, 189 Taxes, 190 Expropriation, 190 Antitrust, 192

Bribery, 192 **Regulatory Agencies, 195 Summary, 196**
Discussion Questions, 196 Bibliography, 196

Case: World Electric, 197

**Case: Guidelines for Multinational Enterprises: Organization
 for Economic Cooperation and Development (OECD), 200**

7. The Financial Framework, 205

Introduction, 205 Currency Supply and Demand, 207

**Case: The Antidumping Case Against Polish Golf Carts: The
 Interaction of Legal, Administrative, and Political Factors in
 International Trade, 209**

8. Marketing Information Systems, 214

**Introduction, 214 Elements of an International Information
 System, 215 Information Subject Agenda, 215 Scanning Modes:
 Surveillance and Search, 216 Sources of Information, 218 Human
 Sources, 218 Documentary Sources, 221 Perception Sources, 222
 Information Media, 223 Marketing Research, 224
 Comparability of International Data, 224 Summary, 226
 Discussion Questions, 226**

9. Marketing Research, 227

**Introduction, 227 Assessing Market Opportunity, 228
 Special Problems in International Marketing Research,
 230 Researching International Markets, 231 Five Rules for
 International Research, 231 Survey Research, 232 Sampling,
 233 Analytical Techniques for Researching International
 Markets, 234 Demand Pattern Analysis, 234 Income Elasticity
 Measurements, 235 Regional Lead-Lags, 236 Estimation by Analogy,
 237 Comparative Analysis, 240 Cluster Analysis, 240 Multiple Factor
 Indexes, 241 Regression Analysis, 242 Headquarters Control of
 International Marketing Research, 244 Summary,
 245 Discussion Questions, 245 Bibliography, 245**

Appendix: International Marketing Research, 247

III. FORMULATING MULTINATIONAL MARKETING STRATEGIES

10. Strategy Alternatives for Entry and Expansion, 252

Introduction, 252 Exporting, 252 Licensing, 255 Joint Ventures, 255 *Technology and Process Applications, 256 Ownership, 256 Market Expansion Strategies, 257 Market Position—A Strategic Guide, 258 Marketing Strategies of U.S., European, and Japanese Multinational Subsidiaries, 259 The EPRG Framework, 260 Alternative Strategies, 261 Summary, 264 Discussion Questions, 264 Bibliography, 264*

Case: Odysseus, Inc., 266

11. Competitive Analysis and Strategy, 276

Introduction, 276 Competition, 276 Industry Analysis, 278 *Forces Influencing Competition, 278 THREAT OF ENTRY, 278 THREAT OF SUBSTITUTE PRODUCTS, 281 MACRO FORCES AND MICRO FACTORS, 281*
Competitor Analysis, 282 *Phase I: Mapping the Past, 282 Phase II: Identifying the Competitor's Strategy to Date, 283 Phase III: Evaluating the Competitor's Resources, 283 CONCEIVE AND DESIGN, 283 PRODUCE, 283 MARKETING, 284 FINANCE, 284 MANAGEMENT, 284*
Competitive Strategy, 284 *Cost per Unit, 285 The Case of Color Television, 285 Competition and the Product Life Cycle, 286 Strategies for Success, 287 GROWTH SEGMENTS, 287 INNOVATION AND QUALITY, 287 OPERATING EFFICIENCIES, 288 Competitive Strategy in Fragmented Industries, 288 OVERCOMING FRAGMENTATION, 289 LIVING WITH FRAGMENTATION, 289 Competitive Strategy: Generic Approaches, 290 OVERALL COST LEADERSHIP, 290 DIFFERENTIATION, 290 FOCUS, 291*
Positioning, 291 *Market Leadership, 292 QUICK RESPONSE, 293 STRATEGIES FOR MAINTAINING LEADERSHIP, 293 The Market Challenger, 296 Market Follower, 296 Market Niche Strategy or Market Segmentation Strategy, 297 Summary, 297 Discussion Questions, 297 Bibliography, 297*

Case: International Foods Incorporated (A), 298

12. Product Decisions, 305

Introduction, 305 Basic Concepts, 306 *Definition of a Product, 306 Product Characteristics, 307 LOCAL VERSUS INTERNATIONAL VERSUS*

GLOBAL PRODUCTS, 307 *International Trade Product Life Cycle*, 309
Product Saturation Levels in International Markets, 311
Product Design, 312 PREFERENCES, 313 COST, 313 LAWS AND
 REGULATIONS, 313 COMPATIBILITY, 314 **Attitudes Toward Foreign
 Products, 315** **Geographic Expansion—Strategic Alternatives,
 317** STRATEGY 1: PRODUCT-COMMUNICATIONS EXTENSION, 318 STRATEGY 2:
 PRODUCT EXTENSION-COMMUNICATIONS ADAPTATION, 319 STRATEGY 3: PRODUCT
 ADAPTATION-COMMUNICATIONS EXTENSION, 320 STRATEGY 4: DUAL ADAPTATION,
 320 STRATEGY 5: PRODUCT INVENTION, 321 *How to Choose a Strategy*,
 322 PRODUCT-MARKET ANALYSIS, 322 **New Products in Multinational
 Marketing, 324** *Identifying New Product Ideas*, 326 *The International
 New Product Department*, 327 *Introducing New Products in National
 Markets*, 328 *Comparative Analysis*, 328 **Summary, 329**
Discussion Questions, 330 **Bibliography, 330**

Case: International Foods Incorporated (B), 332

13. Pricing Decisions, 339

Introduction, 339 **Export Pricing, 340** *Cost-Plus Pricing*, 340
Pricing Objectives, 342 PENETRATION PRICING, 342 MARKET SKIMMING,
 342 MARKET HOLDING, 343 *Price Escalation*, 343 *International Dumping
 Regulations*, 345 *Devaluation and Revaluation*, 347 **Pricing in an
 Inflationary Environment, 348** *Government Controls*, 349
Competitive Behavior, 349 *Market Demand*, 350 **Transfer Pricing,
 350** Section 482, 352 *Sales of Tangible Property*, 353 COMPARABLE
 UNCONTROLLED PRICE METHOD, 354 RESALE PRICE METHOD, 354 COST-PLUS
 METHOD, 355 *Competitive Pricing*, 355 *Importance of Section 482
 Regulations*, 356 *Other Constraints on International Pricing*, 357
 COMPANY CONTROLS, 357 DUTY AND TARIFF CONSTRAINTS, 357
 GOVERNMENT CONTROLS, 358 *Joint Ventures*, 358 **Multicountry
 Pricing—Three Policy Alternatives, 359** *Extension/Ethnocentric*,
 359 *Adaptation/Polycentric*, 359 *Invention/Geocentric*, 359 **Summary,
 361** **Discussion Questions, 361** **Bibliography, 361**

Case: Minolta Camera Co. Ltd., 362

14. Channel Decisions, 373

Introduction, 373 **Channel Objectives and Constraints, 374**
Customer Characteristics, 375 *Product Characteristics*, 376
Middleman Characteristics, 376 SELECTION AND CARE OF DISTRIBUTORS AND

AGENTS, 377 *Environmental Characteristics*, 378 **Channel Terminology, 379** *Supermarket—U.S. Version*, 380 *Supermarkets Outside the United States*, 381 **Channel Structure, 382** *Consumer Products*, 382 *International Retailing*, 385 *Industrial Products*, 386 **Channels in Less Developed Countries, 387** *Bolivian Channels: A Case Example*, 389 **International Channel Innovation, 390** **Channel Strategy for New Market Entry, 391** **Case Example: Japan, 392** *Six Steps to a Japanese Distribution Strategy*, 393 **Summary, 394** **Bibliography, 394**

Appendix I: Selecting Agents and Distributors, 395

Appendix II: Guidelines for Terminating Agents and Distributors, 402

Case: Richardson Manufacturing Company, Inc., 412

15. Promotion Decisions, 436

Introduction, 436 **Advertising, 436** *Advertising and Stages of Economic Development*, 437 **World Advertising Expenditures, 438** *Per Capita Advertising Expenditures*, 439 *Advertising Expenditures as a Percent of Gross National Product*, 439 *Worldwide Advertising Expenditures by Media Categories and Variations by Region*, 443 *Television Advertising*, 448 *Radio Advertising*, 449 **Advertising Strategy—Formulating Objectives, 452** *Extend, Adapt, or Invent*, 453 *Appeals*, 456 *Illustrations and Layouts*, 457 *Copy*, 458 **International Advertising, 460** **Summary, 463** **Discussion Questions, 463** **Bibliography, 463**

Case: Warner-Lambert Japan Ltd., Schick Products Division, 465

Appendix: Excerpts from the Results of a Survey Conducted by INRA Among 1,010 Consumers in the Tokyo and Osaka Areas in 1975, 489

16. Exporting and Importing, 491

Introduction, 491 **Export Behavior of Firms, 493** **Company Policies Toward Exports, 494** **National Policies Toward Exports, 495** **Government Programs Supporting Exports, 495** **Government Export Expansion Programs—The U.S.**

Example, 497	<i>Government Regulations of Exports—The U.S. Case,</i>
497 Terms of Access, 498	<i>Tariff Systems, 498</i>
SINGLE-COLUMN	TARIFF, 499
TWO-COLUMN TARIFF, 499	<i>Preferential Tariff, 499</i>
Types of Duties, 499	AD VALOREM DUTIES, 499
SPECIFIC DUTIES, 500	ALTERNATIVE DUTIES, 500
COMPOUND OR MIXED DUTIES, 500	ANTIDUMPING DUTIES, 500
COUNTERVAILING DUTIES, 500	<i>Other Import Charges, 500</i>
VARIABLE IMPORT LEVIES, 500	TEMPORARY IMPORT SURCHARGES, 501
COMPENSATORY IMPORT TAXES, 501	ADAPTATION TO MEET LOCAL REQUIREMENTS, 501
TRADE NEGOTIATIONS, 501	<i>Nontariff Barriers, 502</i>
QUOTAS AND TRADE CONTROL, 502	DISCRIMINATORY GOVERNMENT AND PRIVATE PROCUREMENT POLICIES, 503
RESTRICTIVE CUSTOMS PROCEDURES, 503	SELECTIVE MONETARY CONTROLS AND DISCRIMINATORY EXCHANGE RATE POLICIES, 503
RESTRICTIVE ADMINISTRATIVE AND TECHNICAL REGULATIONS, 503	<i>Tariff Classification, 504</i>
The Decision to Investigate Export Markets, 505	Choosing Export Markets, 506
<i>Creating a Product-Market Profile, 506</i>	Market Selection, 506
MARKET POTENTIAL, 506	TERMS OF ACCESS, 507
SHIPPING COST, 507	APPRAISING THE LEVEL AND QUALITY OF COMPETITION IN THE POTENTIAL MARKET, 507
PRODUCT FIT, 508	SERVICE, 508
<i>Visiting the Potential Market, 509</i>	<i>Developing an Export Program, 509</i>
Trade Terms, 510	EX-FACTORY (OR EX-WORKS, EX-MILL, EX-PLANTATION, EX-WAREHOUSE), 510
FAS (FREE ALONGSIDE SHIP) NAMED PORT OF SHIPMENT, 510	FOB (FREE ON BOARD), 511
C.I.F. (COST, INSURANCE, FREIGHT) NAMED PORT OF DESTINATION, 511	DELIVERED DUTY PAID, 511
Export Organization—Manufacturer's Country, 511	<i>External Independent Export Organizations, 512</i>
WEBB-POMERENE ASSOCIATIONS, 512	<i>The Export Trading Company Act of 1982, 514</i>
<i>In-House Export Organization, 514</i>	Export Organization—Market Country, 515
Direct Market Representation, 515	Independent Representation, 516
<i>Piggyback Marketing, 516</i>	Export Promotion, 517
Export Financing, 517	<i>Export Letters of Credit, 517</i>
<i>Dollar (or Foreign Currency) Drafts Covering Exports, 517</i>	<i>Sales Against Cash Deposit in Advance, 517</i>
<i>Sales on Open Account, 518</i>	<i>Sales on a Consignment Basis, 518</i>
Barter and Countertrade, 519	<i>Barter, 519</i>
SIMPLE BARTER, 519	CLOSED-END BARTER, 520
CLEARING ACCOUNT BARTER, 520	Countertrade, 520
COUNTERPURCHASE, 521	OFFSET, 521
COMPENSATION TRADING, 522	COOPERATION AGREEMENTS, 522
HYBRID COUNTERTRADE ARRANGEMENTS, 522	SWITCH TRADING, 523
Export Documentation and Control, 523	Trade and Economic Development, 524
Summary, 525	Discussion Questions, 525
Bibliography, 525	

Appendix: The 10 Most Common Mistakes of Potential Exporters, 527

IV. MANAGING THE MULTINATIONAL MARKETING PROGRAM

17. Global Marketing Planning, 530

Introduction, 530 Global Strategy—A Conceptual Framework, 530 What Kind of International Plan? 531 *Standardized, 531 Decentralized, 532 Interactive, 533 Current Planning Practices, 533 Planning for Multinational Brands, 536 Planning in the Global Enterprise, 538 Requirements for a Successful Global Marketing Plan, 538 Grouping World Markets for Product Planning, 540 The Existing Markets: Industrial Countries, 541 Important Potential: The Industrializing Countries, 543 Some Prospects: The Promising Less Developed Countries, 543 Few Prospects: The Unpromising Less Developed Countries, 543 Planning Concepts, 544 Competence Centers, 544 Orientation and Multinational Marketing Planning, 544 Summary, 545 Discussion Questions, 545 Bibliography, 545*

Case: Svenska Ackumulator AB Jungner, 546

Appendix: Comments About the Development of a Marketing Planning System, 564

18. Organization for Global Marketing, 567

Introduction, 567 Patterns of International Organizational Development, 568 *International Division Structure, 570 Regional Management Centers, 571 Beyond the International Division, 575 Geographical Structure, 575 Worldwide Product Division Structure, 575 Strategic Business Units, 576 The Matrix Structure, 578 MATRIX VARIATIONS, 581 Relationship Among Structure, Foreign Product Diversification, and Size, 583 Organization Structure and National Origin, 583 A Typical Company Experience, 585 Bibliography, 589*

Case: Bancil Corporation, 590

19. Global Marketing Management Control, 605

Introduction, 605 Control and Planning, 605 How Headquarters Achieves Control of Subsidiary Operations, 608 Formal Control Methods, 610 Planning and Budgeting, 610 Evaluating Performance, 610 Influences on Marketing Budgets,