

清华营销学系列英文版教材

Global Marketing Management

Sixth Edition

全球营销管理

(第6版)

Warren J. Keegan

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(京)新登字158号

Global Marketing Management, 6th ed./ Warren J. Keegan

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Original English Language Edition Published by Prentice Hall, Inc.

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书 名：全球营销管理(第6版)

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出版者：清华大学出版社(北京清华大学学研大厦，邮编 100084)

<http://www.tup.tsinghua.edu.cn>

印刷者：北京市丰华印刷厂

发行者：新华书店总店北京发行所

开 本：850 × 1168 1/16 印张：41.5

版 次：2001年8月第1版 2001年8月第1次印刷

书 号：ISBN 7-302-04761-8/F · 348

印 数：0001~5000

定 价：58.00 元

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。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华营销学系列英文版教材由清华大学经济管理学院和北京大学经济学院李欲晓、刘群艺、赵平、段志蓉、谢赞老师审阅,在此一并致谢!

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能有所帮助,对我国经济管理专业的教学能有所促进。

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。

清华大学出版社第三编辑室

2001.8

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。正如朱镕基总理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,朱镕基总理多次建议清华的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、合作伙伴沟通和对抗的能力。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。

赵纯钧 教授

清华大学经济管理学院院长
全国工商管理硕士教育指导委员会副主任

"Warren Keegan is to global marketing what Philip Kotler is to marketing. As a student, then as a teacher, Keegan was my hero, and there is still no one who comes anywhere near him for depth, excitement, clarity, and vision. This sixth edition is a book that stands head and shoulders above all others. It pushes the state-of-the-art to even new frontiers. For anyone interested in global marketing, whether student, teacher, or practitioner, this book is a must."

—PROFESSOR MALCOLM H. B. McDONALD, EDITOR
Journal of Marketing Practice

"Companies doing business in the Asia Pacific region, both local and global, need marketing today more than ever since the economic crisis that has totally transformed the business environment. Today, the three evils of corruption, collusion, and nepotism are being replaced with a new ethic that we call clean, transparent, and professional. In this new business environment, marketing will be the key to success and prosperity, and Keegan's Sixth Edition is the key to global marketing. His book stands out as a clear leader. If you want to be a world class global marketer, this book shows the way."

—HERMAWAN KARTAJAYA, PRESIDENT
Asia Pacific Marketing Association

To Donald, Mark, and Tracy

Preface

Global Marketing Management, sixth 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 and 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. There are new chapters on global markets and buyers, global advertising, global promotion: personal selling, public relations, sales promotion, and direct marketing, internet and database marketing. There are six new cases, and five of the cases that were retained from the previous edition have been revised or updated.

The sixth edition is the most sweeping revision in the book's history. Since the fifth edition, progress toward the single market in Europe has continued, the former communist countries have continued to embrace free markets, the spectacular growth in East and South Asia has been interrupted by the "Asian Flu," an economic malady that has a number of symptoms including major declines in currency values and widespread bankruptcy of highly leveraged firms that had taken on an enormous burden of dollar debt to finance often dubious expansion projects.

Perhaps most significantly, for the first time in modern history, even large population, low-income countries such as China, India, and Indonesia 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 12 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, cultural, political, 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, promotion, and place decisions. Part VI, "Managing the Global Marketing Program," concludes the book, with a focus on implementation. It addresses the tasks of leading, organizing, and controlling the global strategy, the future of global marketing, and careers in global marketing.

Acknowledgments

This edition, like the previous five, reflects the contributions, insights, and labor of many persons. My colleagues and 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, Assistant Professor of Marketing at Marymount College, who stepped in toward the end of a long project and provided a much needed burst of new energy that pushed the project to completion. The reference librarians at Pace, Christa Burns, 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 South East Asia and a great source of insight and creative thinking about the marketing concept and discipline.

Mark Green, Professor, Simpson College, my co-author of *Principles of Global Marketing*, has generously shared his thoughts and suggestions for this edition. Special thanks to my Pace colleague Robert Radway, who has shared his invaluable knowledge in chapter 4, "The Political, Legal, and Regulatory Environment." Robert has a unique grasp of the global legal and regulatory environment with his combination of legal training and experience and in-depth business knowledge and expertise. He reviewed the chapter, made corrections, and wrote major new sections, which have added both depth and breadth to the coverage of this chapter. I am very fortunate to have him as a colleague and collaborator.

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 Michael Friedman, Group Vice President—Marketing, The Purdue Frederick Company, and Lubin School of Business, Pace University Adjunct Professor and doctoral student, for his many contributions to chapter 7, “Segmentation, Global Targeting, and Positioning,” and for his major contribution to the revision of chapter 10, “Competitive Analysis and Strategy.” I also want to thank James L. Bauer, Vice President, Chase Bank; and James W. Gabberty, Director of Information Systems, Computer Horizons Corporation, New York.

Others who have made special contributions to this revision include Lee A. Daniels, AT&T Global Consumer Services; 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; Raymond G. Vialt, General Mills; George Yip, UCLA; and David Zenoff, Zenoff Associates.

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.

- *The Launch of GSM Cellular Telephones in South Africa*: Steve Burgess, Professor, The School of Economic and Business Studies, University of the Witwatersrand, Johannesburg, South Africa
- *A.S. Norlight*: Carl Arthus Solberg and Hermann Kopp, The Norwegian School of Management
- *Coca-Cola: Universal Appeal?*: Donna Cristo, Doctoral Student, Pace University
- *Aremco: Product Inc.*: Herb Schwartz, Chairman, Aremco Products, Inc.
- *Choufont-Salva, Inc.*: Ralph Z. Sorensen, Corporate Director and Private Investor
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- *Oriflame*: Dominique Zardel, Professor, ESSEC
- *Metro Corporation*: Farok J. Contractor, Professor, Rutgers University
- *Nokia and the Cellular Phone Industry*: Jakob Fritz Hansen, Danish Ministry of Research

My secretaries, Mary O'Connor, Gail Pietrangolare, Gail White, and Ana Perreux, 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 Aileen Mason, the production editor.

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.

Warren J. Keegan

About the Author

Dr. Warren J. Keegan

Fellow, Academy of International Business

Warren J. Keegan is Professor of International Business and Marketing and Director of the Institute for Global Business Strategy at the Lubin School of Business, Pace University, New York City and Westchester, and is Visiting Professor of Marketing and International Business at ESSEC (France). He is the founder of Warren Keegan Associates, Inc., a consulting consortium of experts in global strategic management and marketing. The firm is affiliated with MarkPlus, the leading marketing consulting firm of Indonesia.

Dr. Keegan is the author or co-author of many books, including *Marketing Plans That Work: Targeting Growth and Profitability* (Butterworth Heinemann, 1997); *Principles of Global Marketing* (Prentice Hall, 1997); *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 where he served as Assistant Secretary, Ministry of Development Planning and Secretary of the Economic Development Commission for the Government of Tanzania. He was a consultant with Boston Consulting Group and Authur D. Little, and Chairman of Douglas A. Edwards, a New York corporate real estate firm.

Dr. Keegan holds an M.B.A. and a D.B.A. from the Harvard Business School. He has been a visiting professor at New York University, INSEAD (France), IMD (Switzerland), The Stockholm School of Economics, Emmanuel College of Cambridge University, and at the University of Hawaii. He is a former faculty member of Columbia Business School, Baruch College, and The School of Government and Business Administration of The George Washington University.

He is a Lifetime Fellow of the Academy of International Business and is a current or former director of The S.M. Stoller Company, Inc., The Cooper Companies, Inc. (NYSE), Inter-Ad, Inc., Halfway Houses of Westchester, Inc., Wainwright House, and The Rye Arts Center.

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☐ 希望 ☐ 不必要

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