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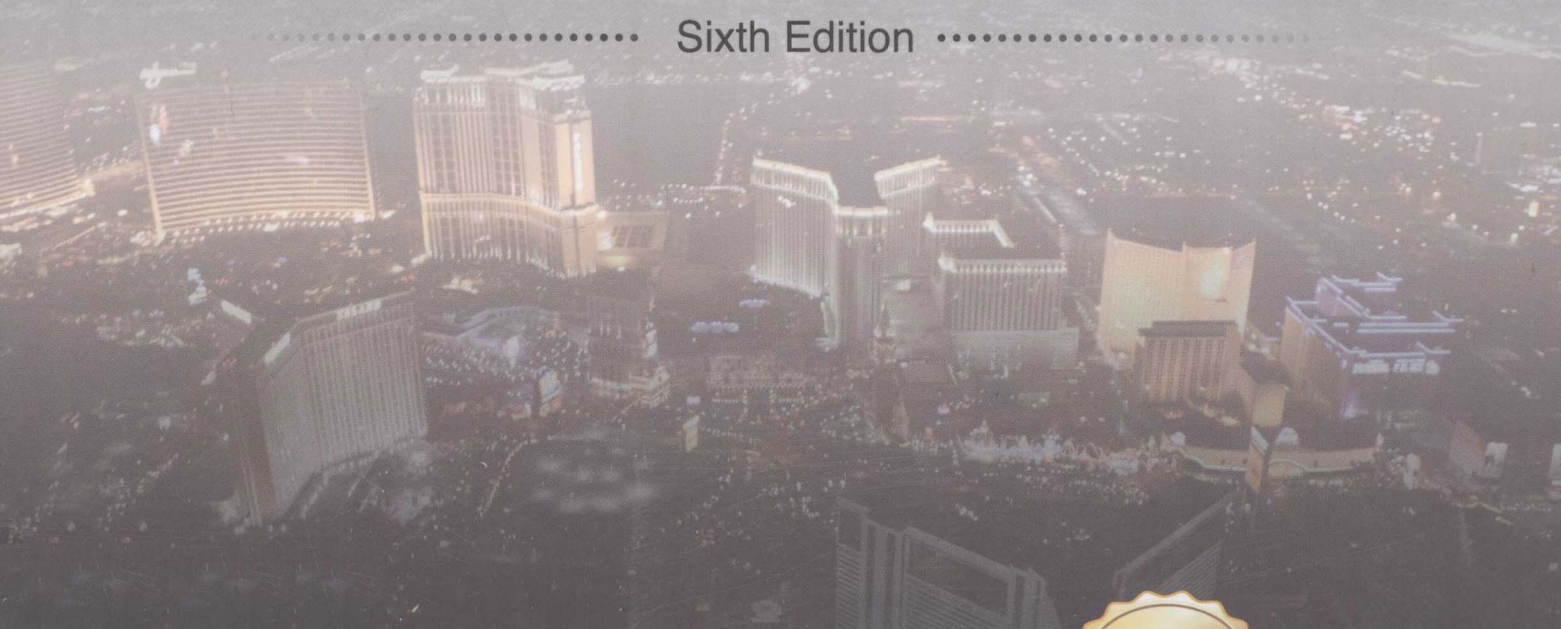
沃伦·J·基根 (Warren J. Keegan) 著


马克·C·格林 (Mark C. Green)

傅慧芬 改编

GLOBAL MARKETING

..... Sixth Edition



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PEARSON

ALWAYS LEARNING ALWAYS LEARNING ALWAYS LEARNING

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自我国加入世界贸易组织以来,企业在国际市场中的机遇和挑战同步升级,越来越多的中国企业走出去,直接参与国际竞争。不少公司已经从纯粹出口阶段升级到国际营销;华为、联想、海尔等先进的企业甚至已经进入了全球营销的发展阶段。此时此刻,我国企业更有必要借鉴世界各国全球营销企业的先进经验,同时创造适合自己的全球营销战略、战术和业绩。第6版的问世正能满足企业以及商学院在读学生和毕业生的需要。

本书沿袭了前几版的框架，首先概览了由经济与金融、社会与文化、政治与法律等方面构成的全球商务环境，进而从环境和战略的角度讨论企业的全球营销策略和方式。本书通过介绍一套先进的概念和分析工具（如价值链分析框架、产品贸易周期模型、国际产品生命周期理论、管理导向类别框架、杠杆理论、资源外取理论、全球战略伙伴关系、全球当地化整合原理和国家竞争优势分析框架等），启迪和帮助学生在全球营销中把握发展战略，成功创建和实施4P（产品、价格、分销、促销）策略组合的途径。

自第5版以来，Web 2.0对全球营销活动的影响已明显增大。有关社交媒体的新讨论贯穿了第6版。为获得更多的补充资料，教师和学生可以查看作者在Twitter和Delicious.com上的更新资料和评论。最新的一些研究发现也已被整合到第6版的每一章节之中。比如，作者引用了艾林丹·K·巴塔查亚（Arindam K. Bhattacharya）和大卫·C·迈克尔（David C. Michael）2008年发表在《哈佛商业评论》上的文章《当地企业如何打垮国际巨头》（How Local Companies Keep Multinationals at Bay）；罗宾·梅瑞狄斯（Robyn Meredith）的新书《印度象与中国龙》（The Elephant and the Dragon）是本书中关于印度和中国内容的有价值的参考资源。

本书的每一章节都包含几篇演示性短文，以增强读者对全球营销的感性认识。在本书中，超过半数的开篇小品是全新的。此外，每章都配有一个或几个涉及三个主题的补充性专栏：新兴市场概要（Emerging Markets Briefing Book），全球营销中的战略决策（Strategic Decision Making in Global Marketing），以及文化观察（Culture Watch）。所有这些案例均来自公司的实践，真实地反映了全球市场的机会和挑战性、全球营销的规律及运筹操作之乐趣。每个案例都配有思考讨论题，富有启迪性和讨论价值。作者通过这些篇幅不长的案例提出问题，激发学生学习和参与课堂讨论的兴趣，增加师生的课堂互动体验。

本书还具有以学生为导向的风格。作者将一些全球营销的实例、开篇小品和专栏特写与课文的叙述融为一体。全书脉络清晰，层次分明，语言简明易懂。正是这些特点满足了先进教学方法的需要，有助于教师培养学生能力，也便于经理人员开展自学。

需要说明的是，原著中的每个章节都是该书的有机组成部分，都是必要的。但是为符合我国当前市场的特定需求和购买力，我们只能删减了原著中的第3、8和17章。被删减的章节具有以下特点：相比保留部分，相对次要；叙述现象较多，介绍方法略少，或其内容与其他教材多有重叠。现对被删减部分作如下具体说明：

（1）原著第3章“全球贸易环境：地区性市场特征和特惠贸易协定”主要介绍国际贸易体制和各地区经济贸易合作组织及区域的经济发展状况，资料丰富，但可见于国际贸易、国际经济合作等教材，以及区域经济组织研究等专著。

（2）原著第8章主要介绍出口贸易的基本程序和惯例，这些内容在国际贸易、进出口实务等课程的教材中可见详细的介绍。

（3）原著第17章“领导、组织和掌控全球营销活动”对企业的全球营销管理来说也很重要，只因其内容与“国际企业管理”课程有很多重叠，有关资料可从该课程的教材中获取。

（4）原著索引部分本来是上好的查阅工具，有助于自学，但在删减改编后，原著编排的页码不再适用，且时间较紧，来不及重新逐个编排，只好割爱。

如此删减之后，本书改编版比原著瘦身约130页。读者可在与本书配套出版的中文译本中获取原著全书的内容，包括在本改编版中删减的章节。同时，我们相信本

书上市后，会给全国各地高校更多的师生和外向型企业的经理人员带来研修全球营销理论的便利。

在改编过程中，得到了中国人民大学出版社工商管理分社诸位编辑，以及培生教育出版集团北京办事处的热情支持和帮助。在此谨对以上各位表示诚挚的谢意！因学识所限，本人对原著的诠释和所作的删减难免有不当之处，敬请各位老师和读者批评指正。

傅慧芬

Preface

Dear Students,

Our goal in *Global Marketing*, Sixth Edition, is to bring you an understanding of global marketing as a whole, as well as to focus on the importance of emerging nations in contemporary global marketing.

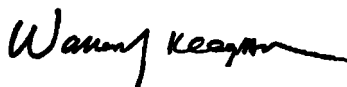
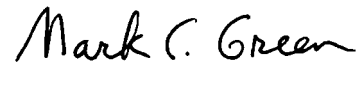
We take an environmental and strategic approach by outlining the major dimensions of the global business environment. The conceptual and analytical tools will prepare you to successfully apply the 4Ps to global marketing.

Our goal for all six editions has been the same: to write a book that is authoritative in content yet relaxed and assured in style and tone. Here's what students have had to say:

- "The textbook is very clear and easy to understand;"
- "An excellent textbook with many real-life examples;"
- "The authors use simple language and clearly state the important points;"
- "This is the best textbook that I am using this term;"
- "The authors have done an excellent job of writing a text than can be read easily."

When *Principles of Global Marketing* first appeared in 1996, we invited you to "look ahead" to such developments as the ending of America's trade embargo with Vietnam, Europe's new currency, Daimler AG's Smart car, and Whirlpool's expansion into emerging markets. Those topics represented "big stories" in the global marketing arena and continue to receive press coverage on a regular basis.

Guided by our experience using the text in undergraduate and graduate classrooms and in corporate training seminars, we have revised, updated, and expanded *Global Marketing*, Sixth Edition. We have benefited tremendously from your feedback and input; we also continue to draw on our direct experience in the Americas, Asia, Europe, Africa, and the Middle East. The result is a text that addresses your needs and the needs of instructors in every part of the world. *Global Marketing* has been adopted at scores of colleges and universities in the United States; international adoptions of the English-language edition include Australia, Canada, China, Ireland, Japan, Malaysia, South Korea, Spain, and Sri Lanka. The text is also available in Chinese (simplified and traditional), Japanese, Portuguese, and Spanish editions.

WHAT'S NEW TO THE SIXTH EDITION

As David Byrne once sang, "It's not yesterday anymore." The global economic crisis provided the main backdrop for this revision. Virtually every industry sector, company, and country has been affected by the downturn. The signs are everywhere: Cash-strapped consumers have cut back on spending. Companies are scaling back production and laying off workers. Spooked lenders have tightened credit, squeezing companies and consumers. Merger and acquisition activity has slowed dramatically. Real estate values are plummeting. Although the story continues to unfold as this edition goes to press, we have tried to offer up-to-date, original insights into

the complexities and subtleties of the economic situation and their implications for global marketers. Other specific updates and revisions include:

- Each chapter-opening vignette is now linked to an end-of-chapter case with discussion questions. Fifty percent of the chapter-opening vignettes and related end-of-chapter cases are new to the Sixth Edition. Holdover cases have been revised and updated.
- All tables containing key company, country, and industry data have been updated. Examples include Table 1-4 “The World’s Largest Corporations;” all the income and population tables in Chapter 3 and Chapter 6; Table 9-2, “The World’s Most Valuable Brands;” Table 12-1 “Top 25 Global Marketers;” and Table 12-2 “Top 20 Global Advertising Organizations.”
- “Global Marketing and the Digital Revolution,” which appeared in *Global Marketing*, Fifth Edition, as Chapter 17, is now Chapter 14. This sequencing places the chapter in Part IV with chapters devoted to the marketing mix. The change is based on adopter feedback as well as the authors’ desire to better integrate content pertaining to Web 2.0, digital distribution, and related topics.
- The impact of Web 2.0 on global marketing activities has increased dramatically since *Global Marketing*, Fifth Edition, was published in 2008. New discussion of social media is integrated throughout the Sixth Edition. Specific examples include Case 5-1 “Market Research Transforms Coach” and the French Ministry of Agriculture’s efforts to promote French cheese and wine in the United States (Chapter 13). To supplement their use of *Global Marketing*, Sixth Edition, faculty and students can access author updates and comments on Twitter, the micro-blogging Web site, as well as Delicious.com, the social bookmarking site (www.delicious.com/MarkCGreen).
- We’ve gone color! With a new full color design, you can see how vibrant and exciting the world of international marketing is.
- New maps section provides students with more global context.

Despite the ill winds blowing through the world economic scene in 2009, time marches on. China celebrated the 60th anniversary of the founding of the People’s Republic. Barbie turned 50; 30 years have passed since Sony introduced the Walkman to the world. Also in 2009, Germany commemorated twenty years of unification, NAFTA turned 15, and the euro celebrated its 10th anniversary.

The central theme in the Fifth Edition was the growing impact of emerging nations in general and Brazil, Russia, India, and China in particular. The Sixth Edition contains expanded coverage of emerging markets as a whole. Prior to the world economic downturn, Mexico, Indonesia, Nigeria, Turkey, and a handful of other emerging nations were rapidly approaching the “tipping point” in terms of both competitive vigor and marketing opportunity. Emerging giants such as Embraer (Brazil), Lukoil (Russia), Cemex (Mexico), Lenovo (China), and India’s Big Three—Wipro, Infosys, and Tata—have faced a variety of challenges brought on by the recession. Even so, they will become increasingly visible on the global stage. That these companies are likely to stand alongside established global giants such as Coca-Cola, Nestlé, and Toyota is one measure of how, as Thomas L. Friedman has noted, the world has flattened.

Current research findings have been integrated into each chapter of *Global Marketing*, Sixth Edition. For example, we have incorporated key insights from Arindam K. Bhattacharya and David C. Michael’s 2008 *Harvard Business Review* article, “How Local Companies Keep Multinationals at Bay.” Robyn Meredith’s recent book *The Elephant and the Dragon* was a valuable resource for our coverage of India and China. Similarly, our thinking about global market segmentation and targeting has been influenced by David Arnold’s recent book, *The Mirage of Global Markets*. We have added scores of current examples of global marketing practice as well as quotations from global marketing practitioners and industry experts. Throughout the text, organizational Web sites are referenced for further student study and exploration.

Each chapter contains several illustrations that bring global marketing to life. Chapter-opening vignettes introduce a company, a country, a product, or a global marketing issue that directly relates to chapter themes and content. More than half the opening vignettes in the Sixth Edition are new, including: “The Global Economic Crisis: Is America the ‘Market of Last Resort?’” (Chapter 2); “Suzlon Energy” (Chapter 9); “Global Marketers Discover Social

Media” (Chapter 14). In addition, every chapter contains one or more boxes on three themes: Emerging Markets Briefing Book; Strategic Decision Making in Global Marketing, and Culture Watch.

CASES

The case set in *Global Marketing*, Sixth Edition, strikes a balance between revisions of earlier cases (e.g., Case 1-1 “McDonald’s Expands Globally While Adjusting Its Local Recipe”), and entirely new cases (e.g., Case 2-3 “One Laptop Per Child” and Case 14-1 “Global Marketers Discover Social Media”). The cases vary in length from a few hundred words to more than 2,600 words, yet they are all short enough to be covered in an efficient manner. The cases were written with the same objectives in mind: to raise issues that will encourage student interest and learning, to stimulate class discussion, and to enhance the classroom experience for students and instructors alike. Every chapter and case has been classroom tested.

One of our challenges is the rate of change in the global business environment. Yesterday’s impossibility becomes today’s reality; new companies explode onto the scene; company leadership changes abruptly. In short, any book can be quickly outdated by events. Even so, we set out to create a compelling narrative that captures the unfolding drama that is inherent in marketing in the globalization era. The authors are passionate about the subject of global marketing; if our readers detect a note of enthusiasm in our writing, then we have been successful. We believe that you will find *Global Marketing*, Sixth Edition, to be the most engaging, up-to-date, relevant, useful text of its kind.

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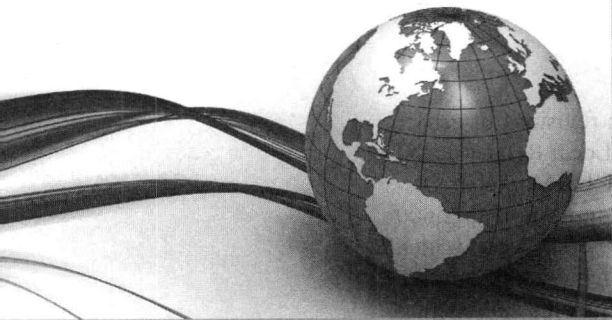
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沃伦·J·基根 (Warren J. Keegan)
马克·C·格林 (Mark C. Green) 著
傅慧芬 改编

GLOBAL MARKETING

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Introduction to Global Marketing



Case 1-1 The Global Marketplace Is Also Local

Consider the following proposition: *We live in a global marketplace.* McDonald's restaurants, Sony digital TVs, LEGO toys, Swatch watches, Burberry trench coats, and Caterpillar earthmoving equipment are found practically everywhere on the planet. Global companies are fierce rivals in key markets. For example, American auto industry giants General Motors and Ford are locked in a competitive struggle with Toyota, Hyundai, and other global Asian rivals as well as European companies such as Volkswagen. U.S.-based Intel, the world's largest chip maker, competes with South Korea's Samsung. In the global cell phone market, Nokia (Finland), Ericsson (Sweden), Motorola (United States), and Samsung are key players. Appliances from Whirlpool and Electrolux compete for precious retail space with products manufactured and marketed by China's Haier Group and LG of South Korea.

Now consider a second proposition: *We live in a world in which markets are local.* In China, for example, Yum Brands' new East Dawning fast-food chain competes with local restaurants such as New Asia Snack.¹ France's domestic film industry generates about 40 percent of local motion picture box office receipts; U.S.-made movies account for about 50 percent. In Turkey, local artists such as Sertab account for more than 80 percent of recorded music sales. *Kiki*, a Japanese magazine for teenage girls, competes for newsstand sales with *Vogue Girl*, *Cosmo Girl*, and other titles from Western publishers. In Germany, children's television powerhouse Nickelodeon competes with local broadcaster Super RTL. In Brazil, many consumers are partial to Antarctica and other local soft drink brands made from guaraná, a berry that grows in the Amazon

region.

The "global marketplace versus local markets" paradox lies at the heart of this textbook. In later chapters, we will investigate the nature of local markets in more detail. For now, however, we will focus on the first part of the paradox. Think for a moment about brands and products that are found throughout the world. Ask the average consumer where this global "horn of plenty" comes from, and you'll likely hear a variety of answers. It's certainly true that some brands—McDonald's, Corona Extra, Swatch, Waterford, Benetton, and Burberry, for instance—are strongly identified with a particular country. In much of the world, McDonald's is the quintessential American fast-food restaurant, just as Burberry is synonymous with British country life.

However, for many other products, brands, and companies, the sense of identity with a particular country is becoming blurred. Which brands are Japanese? American? Korean? German? Where is Nokia headquartered? When is a German car *not* a German car? Can a car be both German and American? Consider:

- An American-built Ford Mustang has 65 percent American and Canadian content; an American-built Toyota Sienna XLE minivan has 90 percent American and Canadian content.²
- China's Shanghai Automotive (SAIC) owns the rights to the MG, the legendary two-seat British sports car. SAIC plans to manufacture MGs in a new factory in Oklahoma; it is already producing MG's TF model at a plant in Longbridge, UK. India's Tata Group recently paid \$2.4 billion to acquire Land Rover and Jaguar from Ford.

¹Janet Adamy, "East Eats West: One U.S. Chain's Unlikely Goal: Pitching Chinese Food in China," *The Wall Street Journal* (October 20, 2006), pp. A1, A8.

²Jathon Sapsford and Norihiko Shirouzu, "Mom, Apple Pie and . . . Toyota?" *The Wall Street Journal* (May 11, 2006), p. B1.

- German carmaker BMW exports the X5 sport utility vehicle that it builds in Spartanville, South Carolina, to more than 100 countries.

At the end of this chapter, you will find the rest of Case 1-1.

Taken together, the two parts give you the opportunity to learn more about the global marketplace and test your knowledge of current issues in global marketing. You may be surprised at what you learn!

INTRODUCTION AND OVERVIEW

As the preceding examples illustrate, the global marketplace finds expression in many ways. Some are quite subtle; others are not. While shopping, you may have noticed more multi-language labeling on your favorite products and brands. Your local filling station may have changed its name from Getty to Lukoil, reflecting the Russian energy giant's expanding global reach. On the highway, you may have seen a semitrailer truck from FedEx's Global Supply Chain Services fleet. Or perhaps you took advantage of Radiohead's offer to set your own price when you downloaded *In Rainbows* from the Internet. When you pick up a pound of whole-bean Central American coffee at your favorite coffee café, you will find that some beans are labeled Fair Trade Certified. Your toll-free telephone call to a software technical support service or an airline customer service center may be answered in Bangalore or Mumbai. *Slumdog Millionaire*, which received an Oscar in 2009 for Best Picture, was filmed on location in and around Mumbai. Possibly you heard or read recent news accounts of antiglobalization protesters disrupting meetings of the World Trade Organization in Cancún, London, or some other major city.

The growing importance of global marketing is one aspect of a sweeping transformation that has profoundly affected the people and industries of many nations during the past 160 years. International trade has existed for centuries; beginning in 200 B.C., for example, the legendary Silk Road connected the East with the West. Even so, prior to 1840, students sitting at their desks would not have had any item in their possession that was manufactured more than a few miles from where they lived—with the possible exception of the books they were reading. From the mid-1800s to the early 1920s, with Great Britain the dominant economic power in the world, international trade flourished. A series of global upheavals, including World War I, the Bolshevik Revolution, and the Great Depression, brought that era to an end. Then, following World War II, a new era began. Unparalleled expansion into global markets by companies that previously served only customers located in their home country is one hallmark of this new global era.

Three decades ago, the phrase *global marketing* did not exist. Today, savvy businesspeople utilize global marketing for the realization of their companies' full commercial potential. That is why, no matter whether you live in Asia, Europe, North America, or South America, you may be familiar with the brands mentioned in the opening paragraphs. However, there is another, even more critical reason why companies need to take global marketing seriously: survival. A management team that fails to understand the importance of global marketing risks losing its domestic business to competitors with lower costs, more experience, and better products.

But what is global marketing? How does it differ from "regular" marketing? **Marketing** is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.³ Marketing activities center on an organization's efforts to satisfy customer wants and needs with products and services that offer competitive value. The **marketing mix** (product, price, place, and promotion) comprises a contemporary marketer's primary tools. Marketing is a universal discipline, as applicable in Argentina as it is in Zimbabwe.

³American Marketing Association.