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*Second Edition*

# International Marketing

*A Global Perspective*

Hans Mühlbacher | Lee Dahringer | Helmuth Leihs



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Each student who embarks on a course in international marketing brings with him or her a rich view of the world and marketing that was acquired within that student's particular domestic culture. Nevertheless, to be successful as an international marketing practitioner, the student must open his or her 'world view' to permit a thorough analysis of opportunities in other cultures. A major goal of the second edition of *International Marketing, A Global Perspective* is to broaden the way business students view international markets and marketing in order to encourage such an expanded view.

Most marketing managers view world markets internationally, or multinationally, as a series of discrete markets that do not share many characteristics. Yet worldwide opportunities and challenges presented by recent events – the sweeping changes in Middle and Eastern Europe, the economic integration of the European Union, the increasing liberalization and deregulation of world trade, the growth of markets as well as financial problems in the Asian Pacific area, the economic integration of Latin America, and the economic strength of the North American market – require new marketing management approaches to deal successfully with global competitors and suppliers in global markets. Most important, international marketers require a **global perspective** to compete successfully.

We do not argue that a marketer should sell the same thing, the same way, everywhere. But a company that believes it *must* overhaul its marketing mix for each separate country market errs as much as one that applies only domestic marketing solutions to international marketing problems.

*International Marketing, A Global Perspective* discusses the current challenges of international business and the impact of different perspectives of management on business behavior. It illustrates the driving forces of international business in the late 1990s: the limited growth in domestic markets, rapid technological change, increasing global competition, and global access to resources.

Whatever perspective management takes, the leaders of a firm have to answer four fundamental questions: (1) Should the company enter international markets and is it able to conduct international operations? (2) What markets should be served? (3) How much of the firm's resources should we spend for what purpose? (4) How to build and sustain the firm's competitive advantage? This text presents a decision oriented framework to answer those questions.

*International Marketing: A Global Perspective* is written for the student who is interested in international business and who has completed a principles of marketing course. Thus, some knowledge is assumed on the part of the student, as basic concepts are applied internationally.

## PHILOSOPHY

The underlying assertion of this book is that *any firm – regardless of size – can compete globally*. Success is a function of perspective, opportunity, motivation, knowledge and skills. International opportunities are plentiful. The challenge for today's marketing manager is to identify those opportunities appropriate for the firm, to develop an appropriate marketing strategy, and to

build and sustain competitive advantages in cooperation with other members of the firm as well as external partners.

## APPROACH AND ORGANIZATION

The book's four sections, as illustrated in the Exhibit 1, make the global approach to international marketing accessible to the student.

- ↔ Part One deals with the factors **motivating** a marketing manager to enter international markets.
- ↔ Part Two looks at the process of **assessing potential markets**, then matching market potential with a company's ability to market effectively.
- ↔ From that assessment, Part Three takes the student through the process of taking **basic strategic decisions** that guide the application of marketing tools. Managers must develop a portfolio of markets and technologies, choose a competitive strategy, build an infrastructure of management systems, and determine intended local market positions as well as market-entry modes.
- ↔ Part Four then discusses the process of implementing the strategic decisions by **building and sustaining** competitive advantages through product management, distribution and sales, market communication, and price management. The book ends with a discussion of how the results of various analyses and decisions on different hierarchical levels of decision may be summarized into a business plan.

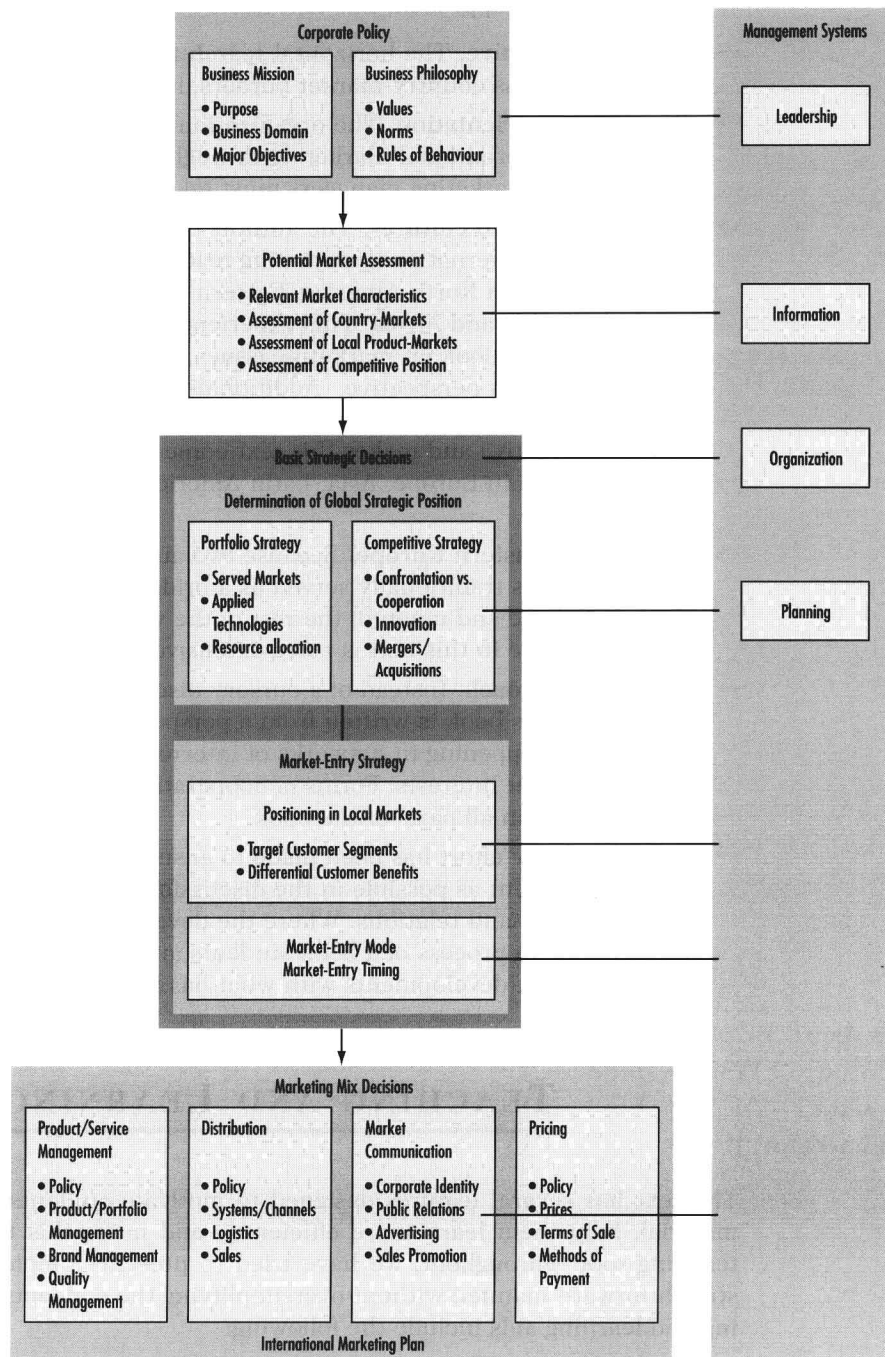
To develop and implement successfully a global marketing perspective, an international marketer must be systematic in dealing with opportunities and threats. This book presents a systematic approach to global marketing decision making. Part Two, for example, which deals with assessing potential markets, addresses the important issues in the same logical order used by a global marketer. While the marketer first examines its business mission and philosophy to determine the relevant market characteristics to be looked at, in a second step it assesses those characteristics in the economic, political and legal, and cultural environments of various country-markets. Then, local product-markets are more closely analyzed in a small group of attractive country-markets. Finally, the firm's potential is evaluated and compared to the market opportunities identified, as well as the potential of important competitors.

## WHY YOU SHOULD USE THIS TEXT

The turn of the century promises to be economically, socially, and politically turbulent. Fundamental changes will continue to occur in all parts of the world. Although any textbook can become somewhat outdated through the speed of those changes, *International Marketing, A Global Perspective* will remain useful because it provides a structured approach for analyzing



*Exhibit 1* A GENERAL FRAMEWORK FOR GLOBAL MARKETING



dynamic changes. The student is responsible for remaining current with world affairs. Both the analytical framework, which addresses such issues, and the global marketing perspective in this book will be valid in rapidly changing environments. Perhaps the global approach is necessary, not only to help a firm be aware of changes and their impact, but also to help it adjust successfully to such changes, which is the key to long-term survival.

To support this approach, this text offers several unique features.

- ↔ **Global perspective.** The horizontal search for strategically equivalent segments, across country-market borders, is a predominant theme.
- ↔ **Management orientation.** The organization of this book introduces students to international marketing through the decisions that international marketing managers must take.
- ↔ **Authors from two cultures.** The authors of the text have extensive experience in international marketing teaching, research, management, and consulting in North America, Eastern and Western Europe, Australia, India, and Africa. This experience has resulted in a truly international outlook on marketing issues, versus the more conventional U.S. or European perspective. Additionally, a host of case studies and examples contributed by colleagues around the world strengthens our global perspective and makes this text come alive to students whether they are based in Europe, Asia, Latin America, North America or Australasia.
- ↔ **Middle and Eastern Europe.** Because two authors are from Austria, a nation that has traditionally served as a bridge between Middle and Eastern Europe and much of the rest of the world, the coverage of Eastern Europe in this text is more extensive than in other texts.
- ↔ **Systemic approach.** Instead of a cursory discussion of relationship marketing, this book is written from a perspective that conceives business as happening in networks of interrelated social units with more or less different interests. Forms of cooperation as well as confrontation are discussed in all parts of the book.
- ↔ **Current.** Every effort has been made to ensure that the material in the text is as current as possible in the discussion of global trends, environments, and relations. Where the developments are faster than the production process of a book students are invited to update and compare latest developments with what has been said in the text.

## TEACHING AND LEARNING

The text has several features designed to motivate students' interest in the material, help them learn more efficiently, and make this text an effective teaching tool. Throughout, we have tried to present complex material in a straightforward manner, without oversimplifying the concepts. Various teaching and learning aids include the following:

- ↔ **International Incident.** Every chapter begins with an International Incident, a factual illustration of the chapter's international marketing concepts with a global perspective.

- ↔ **Boxes.** Discussions in boxed material highlight global approaches to cultural, ethical, strategic, and future issues that affect marketing.
- ↔ **Impact on the Marketing Mix.** All chapters discussing parts of the marketing mix contain a section which encourages the student to be sensitive to how each element in the international mix affects the others, and to recognize the highly dynamic nature of marketing management.
- ↔ **End-of-Chapter Discussion Questions.** These questions provide a way for students to check their comprehension of the key issues discussed in the chapter. Some questions are appropriate for mini-projects, while others will stimulate class discussion. These questions also serve an excellent vehicle for review of the chapter material.
- ↔ **Suggested Additional Readings.** The readings suggested at the end of each chapter allow the students to go into further details concerning some points of special interest discussed in the chapter.
- ↔ **Cases.** Each part of the text concludes with more complex, current cases which allow for management oriented application of the material discussed in that part.
- ↔ **Artwork, Photos, and Maps.** Each chapter contains artwork, tables, figures, maps or photos that supplement and illustrate the chapter discussion.
- ↔ **Supplementary Teaching Material.** An instructors' manual, Powerpoint presentation pack and Internet resources are available to lecturers who adopt *International Marketing: A Global Perspective*. These materials are designed to provide assistance to the instructor in several ways:
  - ↔ To provide valuable and time-saving support material and resources for the instructor
  - ↔ To make teaching the course using this text even easier
  - ↔ To help in the preparation of lectures and discussion sessions with the students

Internet resources to accompany the text can be found in the resources area of the ITBP website at [www.itbp.com](http://www.itbp.com). The website includes continuously updated support material for lecturers and students including: overviews of each chapter in the book, links to useful international marketing sites on the world wide web and Powerpoint slides to download directly from the site.

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# CONTENTS

PREFACE xv

ACKNOWLEDGMENTS xix

## PART I International Marketing – Motivation and Process 1

### 1 The Challenge of Globalization 3

Learning Objectives 3

Chapter Outline 3

International Incident: *Europe's Competitive Position in the Second Half of the 1990s* 4

Globalization of Trade 4

• Historical Development 4 • Trade Liberalization 7 •

STRATEGY BOX • *Hyundai goes it alone* 9

FUTURE ISSUES BOX • *Worldwide Free Trade* 11

• Economic Integration 12 •

ETHICS BOX • *200 Million Children as Work Slaves* 23

CULTURE BOX • *'Domino's Survives India's Food Fight'* 24

Driving Forces of International Business 25

• Theoretical Explanations 25 • Stimuli for International Business 28 •

Summary 36

Additional readings 37

Discussion questions 37

Notes 37

### 2 International Marketing Strategy – The Key To Success 39

Learning Objectives 39

Chapter Outline 39

International Incident: *Defend or Expand?* 40

Business Response to the Challenge 40

• Perspectives of International Business 41 • Major Decisions 42 •

FUTURE ISSUES BOX • *Return to a Regional Business Perspective* 43

ETHICS BOX • *Acting with Integrity* 48

• Business Environments 50 • Marketing Orientation 54 •

International Marketing 56

• Multinational Marketing 56 • Global Marketing 57 •

STRATEGY BOX • *Experience Curve Effects through Acquisitions* 59

• Standardization vs. Adaptation 62 •

CULTURE BOX • *Gifts versus Bribery in the Gulf States* 66

The International Marketing Decision Process 73

- Potential Market Assessment 75 • Basic Strategic Decisions 75 • Building and Sustaining the Global Position 76 •

Summary 77  
 Additional Reading 78  
 Discussion Questions 78  
 Notes 78

## **PART II Potential Market Assessment 79**

### **3 The Economic Environment 83**

Learning Objectives 83  
 Chapter Outline 83  
 International Incident: *Blast From the Past* 84  
 Assessing the Economic Environment 85  
 Bases of Economic Wealth 87
 

- Population 87 • Natural Environment 94 • Technological Resources 98 •

 FUTURE ISSUES BOX • *Beyond Computers: A Look at the Cutting Edge* 100  
 CULTURE BOX • *Remains of the Old Business Culture* 102
 

- Economic System 103 •

 STRATEGY BOX • *Private Enterprise in Central Europe* 108  
 Indicators of Economic Wealth 112
 

- National Product 112 •

 ETHICS BOX • *'Opportunities' to Avoid* 115
 

- Balance of Payments 117 • Exchange Rate 118 • Foreign Investment Ratio 121 •

 Economic Viability Profiles 124  
 Summary 125  
 Discussion Questions 126  
 Additional Reading 126  
 Notes 126

### **4 Political and Legal Environment 129**

Learning Objectives 129  
 Chapter Outline 129  
 International Incident: *Beeg Mek and Ketoflio Fry* 130  
 Analysing the Political and Legal Environment 131  
 The Political System 133
 

- Political System Stability 133 •

 Major Political Objectives 136  
 FUTURE ISSUES BOX • *The Asian Technological Offensive* 139  
 STRATEGY BOX • *Central European Media* 140  
 International Trade Policy 140
 

- Export/Import Policy 141 • Investment Policy 144 • Trade Sanctions 148 •

<b>The Legal Environment</b>	<b>149</b>
• International Business Law	149 •
<b>CULTURE BOX • <i>Flirting with Danger</i></b>	<b>151</b>
• Regulation of Competition	155 • Regulations
Concerning the Marketing Mix	156 •
<b>ETHICS BOX • <i>Mining Kids On-Line for Information</i></b>	<b>159</b>
<b>'Managing' the Political and Legal Environment</b>	<b>163</b>
• Assessing Political Risk	163 • Management Decisions
	163 •
<b>Summary</b>	<b>166</b>
<b>Discussion Questions</b>	<b>167</b>
<b>Additional Readings</b>	<b>167</b>
<b>Notes</b>	<b>167</b>

## **5 The Cultural Environment 169**

<b>Learning Objectives</b>	<b>169</b>
<b>Chapter Outline</b>	<b>169</b>
<b>International Incident: <i>Give Me More</i></b>	<b>170</b>
<b>The Influence of Culture on International Marketing</b>	<b>170</b>
• A Definition of Culture	171 • Consumer Culture
	172 •
<b>CULTURE BOX • <i>Confucian Confusion</i></b>	<b>172</b>
• Business Culture	178 •
<b>ETHICS BOX • <i>What is Corruption?</i></b>	<b>188</b>
<b>Analysing the Cultural Environment</b>	<b>189</b>
• Determination of Relevant Factors of Influence	189 •
Values and Norms	190 •
<b>FUTURE ISSUES BOX • <i>Clash Between Asian and Central European Work Ethics</i></b>	<b>194</b>
<b>STRATEGY BOX • <i>Of greens and American beans</i></b>	<b>197</b>
• Communication	200 • Aesthetics
Organization	207 • Social
	207 •
<b>'Managing' the Cultural Environment</b>	<b>209</b>
• Adapting to Cultural Differences	209 • Marketing's
Influence on Culture	210 •
<b>Summary</b>	<b>211</b>
<b>Discussion Questions</b>	<b>211</b>
<b>Additional Reading</b>	<b>212</b>
<b>Notes</b>	<b>212</b>

## **6 International Marketing Intelligence 215**

<b>Learning Objectives</b>	<b>215</b>
<b>Chapter Outline</b>	<b>215</b>
<b>International Incident: <i>New Products for Asia</i></b>	<b>216</b>
<b>The International Market Research Process</b>	<b>217</b>
<b>Defining the Research Problem</b>	<b>218</b>
• The Research Question	220 • Unit of Analysis
	221 •

STRATEGY BOX • *Global Marketing Research by the Nissan Motor Company Ltd* **222**

- Timing 223 • Organization 223 • Preliminary Budget 224 •

**Assessing Information Needs and Availability 224**

- Dimensions of the Research Problem 225 • Information Available Within the Firm 225 • Information from Outside Sources 227 •

**Designing and Conducting the Research 229**

- Secondary Research 229 • Primary Research 235 •

ETHICS BOX • *The ICC/ESOMAR International Code of Marketing and Social Research Practice* **242**

CULTURE BOX • *Cultural Problems with Survey Instruments* **245**

- Sampling 246 • Analytical Plan 248 • Research Budget and Schedule 249 • Selecting a Research Agency 249 •

**Interpretation and Presentation of Results 254**

- Interpretation 254 •

FUTURE ISSUES BOX • *Marketing Research in Fast Developing Countries* **255**

- Presentation 256 •

Summary 257

Discussion Questions 258

Additional Reading 258

Notes 258

## **7 Potential Market Assessment: Determination of Attractive Markets 261**

Learning Objectives 261

Chapter Outline 261

International Incident: *Hirschmann GmbH* 262

**The Process of Potential Market Assessment 262**

**Assessment of Country-Markets 264**

- Potential Assessment Criteria 264 • Assessment Criteria Concerning the Macro-Environment 264 •

CULTURE BOX • *Culture Clash* **268**

FUTURE ISSUES BOX • *One America* **270**

STRATEGY BOX • *The War Goes On* **272**

ETHICS BOX • *The Short March to Great Wealth* **278**

- Assessment Criteria Concerning the Operating Environment 284 • Choice of Market Assessment Criteria 290 • Determination of Attractive Country Markets 292 • Future Market Attractiveness 294 • The Most Attractive Markets 297 •

Summary 297

Discussion Questions 298



Additional Readings 298

Notes 298

## **8 Potential Market Assessment: The Firm's Competitive Position 301**

Learning Objective 301

Chapter Outlines 301

International Incident: *Grohe Water Technology* 302

Assessing Potential Success in International Markets 303

Success Factors in International Marketing 303

- General Factors of Influence on International Marketing Success 303 •
- Determination of Success Factors 310 •

Competitor Analysis 319

- Structure of the Competitive Environment 319 •
- Assessment of Corporate Policy 322 •

STRATEGY BOX • *The Corporate Policy of Asea Brown (ABB)* 323

- Assessment of Corporate Strategy 323 •

FUTURE ISSUES BOX • *On Your Mark, Get Set – Phone!* 326

- Assessment of Management Systems 327 •
- Assessment of Operations 329 •

ETHICS BOX • *The Wade System for Judging Sources of Information* 332

- Competitor Information Sources 333 •

Internal Analysis 333

- Corporate Policy 333 •
- Corporate Strategy 335 •
- Management Systems 335 •

CULTURE BOX • *The Myth of Japanese Management Style* 339

- Operations 340 •

Determination of Distinctive Competencies 344

- Profile of Strengths and Weaknesses 344 •
- Comparison of Profiles of Strengths and Weaknesses 346 •

Summary 347

Discussion Questions 347

Additional Readings 348

Notes 348

Case Study • *FASTI* 349

## **PART III: Basic Strategic Decisions 357**

### **9 The Global Strategic Position 361**

Learning Objectives 361

Chapter Outline 361

International Incident: *The Global Chip Payoff* 362

Defining the Global Strategic Position 362

Determination of Competitive Advantages 364

• Company-Specific Competitive Advantages	365 •
Global Portfolio Strategy	366
• Basic Strategic Options	366 • Choice of Markets
Competitive Strategy	377
ETHICS BOX • <i>Levi's Global Sourcing Guidelines</i>	<b>378</b>
• Foundations of Successful Competition	381 •
FUTURE ISSUES BOX • <i>Management's Responsibility for the Natural Environment</i>	<b>384</b>
CULTURE BOX • <i>Relationship Building for Success in Third World Markets</i>	<b>386</b>
• Confrontation	386 • Innovation
• Cooperation	394 • Acquisition
STRATEGY BOX • <i>Abar Ipsen Industries Hunting for Growth in the Pacific Rim</i>	<b>395</b>
Resource Allocation	398
• Scheduling the International Expansion	398 • Timing
	403 •
Global Strategic Position	403
Summary	404
Discussion Questions	405
Additional Reading	405
Notes	406

## 10 Management Systems for International Marketing 407

Learning Objectives	407
Chapter Outline	407
International Incident: <i>Reinventing Unilever</i>	408
The Role of Management Systems in International Marketing	409
• Goals	410 • Factors of Influence
	410 •
Organization	411
• International Marketing Manager	411 • International Marketing Department
412 • National Subsidiary Structure	412 • International Division Structure
414 • Global Structures	414 •
Information System	421
STRATEGY BOX • <i>Citibank's Organizational Transition Process in Europe</i>	<b>422</b>
• Organizing for Marketing Research	423 • Information Gathering
424 • Information Processing and Storage	426 • Information Dissemination
	427 •
FUTURE ISSUES BOX • <i>International Information Systems Integration at HILTI</i>	<b>428</b>
Planning System	429
• Centralized versus Adaptive Planning	429 • Time Perspective
431 • Precision and Formalization	432 • Control
	432

**Leadership System 433**ETHICS BOX • *Blind Ambition* 434CULTURE BOX • *Clash of Cultures* 435

- Role Models 435 • Reinforcement 436 • Human-Resources Development 436 • Conflict Resolution 436 •

**Shaping the International Management Systems 438**

- Managing Change 438 • Balancing the Firm's Management Systems 439 •

Summary 442

Discussion Questions 443

Additional Reading 433

Notes 433

**11 The Market-Entry Strategy 445**

Learning Objectives 445

Chapter Outline 445

International Incident: *In the Empire of the Tiger* 446**The Development of a Market-Entry Strategy 446****Position in Local Markets 454**

- Selection of Target Customer Segments 451 • Selection of Differential Benefits 452 • Position Statement 452 •

**Determination of Local Market-Entry Modes 454**

- Market-Entry Modes 456 •

FUTURE ISSUES BOX • *Consultation and Offers via the Internet* 457CULTURE BOX • *'Sponsors' in Saudi Arabia* 460ETHICS BOX • *Weihai Touth on Pollution* 468

- Evaluation Criteria 469 •

STRATEGY BOX • *Cerberus* 474

- The Decision Process 477 •

Summary 479

Additional Readings 480

Discussion Questions 481

Notes 481

Case Study • *HIRSH Watch Straps Japan* 482Case Study • *HILTI Corporation (A&B)* 492Case Study • *CEAC – China* 501Case Study • *BAD Hofgastein* 524**PART IV: Building and Sustaining the Global Position 547****12 International Product and Services Management: Product Policy Decisions 551**

Learning Objectives 551

Chapter Outline 551

International Incident: *Bongrain: Adapting the Product to Local Tastes* 552

International Product Decisions	552
International Customers	555
• Driving Forces	555 • Decision-Making Process
Product Usage	556 •
The Total Product	558
• Level of Customer Integration	559 • Material and Immaterial Results
System	562 • The Product
International Product Policy	563
• Product Positioning	564 •
CULTURE BOX • <i>Citibank Blitzes Asia</i>	567
STRATEGY BOX • <i>Tea for Taro</i>	568
• Brand Concept	572 • Quality Guidelines
Portfolio	578 • Product
ETHICS BOX • <i>Unilever Environment Report: The Policy</i>	579
FUTURE ISSUES BOX • <i>A Killer Commute, Nasty Gamma Rays, But What a View!</i>	579
• Management Responsibilities	580 •
Summary	581
Discussion Questions	582
Additional Reading	582
Notes	582

### 13 International Total Product Management: Product Management Processes 585

Learning Objectives	585
Chapter Outline	585
International Incident: <i>CK: One</i>	586
Product Management Processes	586
Product Portfolio Management	587
• The Product Life Cycle	587 • International Product Portfolio
Portfolio	589 •
FUTURE ISSUES BOX • <i>Delivering Value to the Customer in the 'Market Space'</i>	591
• International Product Innovation	594 •
ETHICS BOX • <i>Spying, Stealing, Copying</i>	596
Quality Management	600
• Customer Satisfaction	600 • Quality Assurance
Quality Signalling	605 •
Brand Management	610
• Choice of Brand Name	611 •
STRATEGY BOX • <i>Nestlé Brand Building Machine</i>	613
CULTURE BOX • <i>The Challenge of Finding International Brand Names</i>	614
• Brand Protection	614 • Packaging
Consistency of International Brand Management	619 •