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国际营销战略研究

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STRATEGY CONTEMPORARY READINGS

ISOBEL DOOLE
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世界财经与管理教材大系



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但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

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1998年4月

Foreword

The authors have taken the text of the book *International Marketing Strategy* (Routledge, 1994) and broadened the scope of the reading. This both explores the major issues in greater strength and challenges readers to 'open their minds' to the critical debate in international marketing.

It is essential reading for serious students of the subject for it embraces both the theoretical viewpoint and the practical aspects of succeeding in the international arena. It is of specific interest and relevance to students of the CIM Diploma and those who are studying at Masters level.

Keith Lewis
Senior Examiner
International Marketing Strategy
Chartered Institute of Marketing

International marketing strategy

A Reader

Isobel Doole and Robin Lowe

This book of readings is an important companion to the major text *International Marketing Strategy: Analysis, Development and Implementation* by the same authors. As such it provides ready access for both the tutor and the student of international marketing to an extended learning resource which can be used as a vehicle for class discussions, background reading or as an independent reader in its own right.

The objective of the book is to allow the reader to explore in more detail issues raised in the core text. The articles have been chosen to reflect areas which are increasingly important in the study of international marketing and give readers the opportunity to gain a clearer and deeper understanding of the fundamental concepts previously shared.

The book of readings is organised in the same format as the core text and articles have been chosen that combine a strong theoretical underpinning with a practical base.

Designed for students following the Chartered Institute of Marketing syllabus, this book will be ideal for all managers taking CIM exams as well as those working on Masters programmes and for final year undergraduate students.

Isobel Doole is course leader of the MSc International Marketing and is Head of the Research Unit for International Marketing at Sheffield Hallam University. **Robin Lowe** is Head of the Enterprise Centre and Senior Lecturer in Marketing at Sheffield Hallam University. Isobel Doole and Robin Lowe are both examiners for the Chartered Institute of Marketing.

Preface

The international marketing strategic management process is affected to an ever increasing extent by the changes taking place in all aspects of the international marketing environment. To gain a thorough appreciation of the current situation, it is necessary not only to gain a clear understanding of the fundamental concepts and core competencies, but also to study in depth the arguments concerning the areas of greatest uncertainty and change so that the most appropriate strategic decisions can be made.

This book of readings has been designed as a companion to the Routledge publication *International Marketing Strategy: Analysis, Development and Implementation*. In this core text the authors endeavoured to provide the reader with the integral knowledge and understanding of the international marketing strategic process without it becoming too all-encompassing and burdensome to read. Undoubtedly such a strategy means there may well be areas within that process which the reader would like to explore further to develop an understanding of international marketing management issues.

By using this book of readings as a companion to a study programme, readers have ready access to an extended learning resource where issues raised in the core text can be developed and expanded. Thus readers have the opportunity to gain a clearer and deeper understanding of the fundamental concepts previously explored.

This book of readings will prove useful as background reading and as a vehicle for class discussions in study units in International Marketing Strategy for the CIM diploma, final year undergraduate studies or a Masters level programme.

Increasingly, practising managers are studying part-time or by distance/open learning. As such they may not necessarily have easy access to library facilities.

It is hoped this book of readings tied into the core study text will enable managers endeavouring to extend their knowledge, to fulfil extra reading requirements without too much agony.

The book of readings is divided into three distinct parts which correspond to the parts of the core text. In Part One we examine issues in the area of international market analysis. The major criteria for the selection of articles in this section has been to select articles that attempt to integrate the analysis and the understanding of international markets into international strategy development. By making these connections, readers should be able to apply the results of their reading to their own development as international managers.

In Part Two we examine issues relevant to international strategic development, and focus particularly upon change. We include readings which are intended to challenge the reader to think how managers must reorganise to compete more effectively in an environment that demands an ever quicker response to the greater demands and expectations of the changing international markets.

In Part Three, the focus is on implementation issues. It is often assumed that once an international strategy has been devised its execution will be, if not simple, then just a matter of overcoming practical difficulties and impediments. However it is not uncommon to find that the international marketing implementation activities undertaken define the strategy rather than vice versa. It is this theme which runs through the selection of articles in this section.

In all the readings that we have selected, we have deliberately focused upon the challenges facing present and future international marketing managers. Throughout the text we have endeavoured to include articles and research papers which not only have a strong research base but also have a direct relevance to the practising international marketing manager. This has been reinforced in each of the three parts of the book where in the introduction section we have attempted to clarify the importance, relevance and implications of the articles chosen to the international marketing strategic process.

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Part I

International Marketing Strategy Analysis

Introduction to Part One

Part One of the textbook *International Marketing Strategy* concentrates on helping the reader generate a greater understanding of the concepts of the international marketing process and the international environment within which companies operate. It aims to extend the range of understanding to enable the reader to deal with international marketing situations and learn how to analyse and evaluate cross-cultural markets.

The international marketplace in which companies operate is typically characterised by uncertainty and change. Companies have seen major changes in the international marketing landscape, particularly over the past two decades. This is not only because old political structures have collapsed and major trading regions have been developed, but also because of transformations which have taken place within country markets themselves. As the pace of technology has increased, customers become better informed, more demanding and more discriminating. Faced with changes such as these, the implications for management are significant and it is to these issues that we turn our attention in this section.

The dilemma is, should the articles be chosen to help the reader generate a better understanding of the international environment in which international marketing strategies take place, or on the basis that they help the reader develop a better understanding of the conceptual issues underpinning the analytical skills that an international marketing manager needs to interpret and understand the international marketing environment? In this section, as in the book as a whole, a conscious decision has been made to concentrate on interesting and pertinent articles that in our opinion contribute to the developing body of knowledge, which helps the international marketing manager develop the skills to analyse, evaluate and interpret the international marketing environment.

It is not the intention of Part One to describe the current events in the