



高等院校“十三五”应用型规划教材

国际贸易专业

国际市场营销 双语教程

主 编 药朝诚 江永洪



南京大学出版社



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Preface

This *International Marketing* text book is designed for meeting the demand of bilingual teaching in China's universities, to help business students of both graduates and undergraduates learn modern concept and techniques of international marketing strategy. A founder of Hewlett-Packard, David Packard, said, "Marketing is too important to be left to the Marketing Department." Everyone in an organization has a marketing function. Marketing is not just selling, or market research, or advertising. Everyone must understand what the customer wants and needs in order to produce products and services that satisfy the customer.

This course book covers the principles of marketing and presents the latest techniques for international marketing planning, strategy, implementation, and management. The complex variations of marketing are applied to consumer, industrial, and nonprofit making operations, to domestic and international organizations of all sizes. Lots of practical examples and case studies of real-world organizations provide the students an easy-to-understand approach to learn the interactions of the many factors involved in international marketing.

Michael E. Porter of the Harvard Business School in his book—*The Competitive Advantage of Nations*, answered the question, "Why do some social groups, economic institutions, and nations advance and prosper?" This book approaches the same question and answers it in a different context.

Chapter 1 introduces the understanding the international marketing and its definition, and describing the different company orientations toward international marketing, identifying the driving forces that direct companies going international, as well as identifying obstacles preventing companies from successful marketing. The theory has a structure of static and dynamic dimensions that interconnected in many ways to meet the requirements of each type of organization, marketing environment, marketing strategy, culture environment, governmental environment, and operational paradigm. The real-world examples and cases that apply to each problem area are presented.

Chapter 2 describes the environment of the international market. The



environment is a continually changing aspect of each market. As economic factors change, products and services change, laws change, plus many other factors, there is a fluid nature to every marketing environment. In an international market there are many more uncontrollable factors than in a purely domestic market.

Chapter 3 discusses the nature of cultural differences and their diverse impact on multinational business. A dimensional perspective then is developed for becoming sensitive to and thinking about cultural differences. This perspective provides a framework for discussing ways to understand, adapt to and more effectively manage cultural differences that affect the implementation of international marketing plan.

Chapter 4 addresses the complicated subject of market segmentation on a global scale. The marketers should not only understand the meaning of market segmentation, but also know the segmentation technology when doing the market segmentation. Here is where companies' current competitive situations, product and service comparisons, and other factors help determine market mix strategy. Actual cases are described that demonstrate what can happen in different situations.

Chapter 5 covers the process of international marketing research, from the initial planning of market research to consideration of information requirements and data collection and analysis. The differences between market research in a new market and research in a mature market with international dimension are examined.

Chapter 6 discusses the problems of entering foreign markets, how multinational companies are organized, and how to program for global marketing. Strategies for market entry and growth in global marketing situations are introduced.

Chapter 7 presents the determination of product policy for world markets. As each market differs, sometimes product characteristics must be modified to meet the requirements of the customers. This chapter describes how to develop different product strategies for the various market, as well as advantages / disadvantages of the different product strategies.

Chapter 8 addresses challenges that international firms face internally when setting prices. It also addresses the impact of the international competitive, political and legal, and economic and financial environment on firm pricing decisions. Finally, it evaluates pricing policies of firms for different international markets.

Chapter 9 covers distribution problems and considerations in International marketing. The many economic factors, environmental factors, and government regulations have major effects on distribution decisions. It is also discussed in the chapter the main/minor considerations for selecting channels and how could



Middlemen be managed effectively and efficiently.

Chapter 10 presents the marketing promotion considerations for an international market. The mix changes for each market as well as the product lifetimes. The chapter also examines the importance of each element within the marketing mix and how to determine the right marketing mix. Examples demonstrate the levels of importance that need to be applied to various types of products within a market mix.

Paul E. T. Jensen

Dean, Business School

Northwestern Polytechnic University, US

As at Feb. 17, 2017

In San Francisco



前言

《国际市场营销双语教程》一书是为了帮助学习商科的研究和本科生进一步掌握现代化的市场营销的理念与方法以及怎样将现代化的营销技术运用到国际市场营销战略之中而编写的。惠普公司的创始人 \cdot 帕克这样说：“因为市场营销工作太重要了，所以这项工作不能由企业的营销部所包揽。”这句话意味着，企业的每一个员工均承担着营销的职能。营销决不仅仅是销售、市场调研或者广告，为了向客户提供满意的产品与服务，企业的每一个员工都应该清醒地认识到客户需要什么，怎样才能满足客户的需求。

《国际市场营销双语教程》介绍了市场营销的原则与理念，提供了如何制定、实施和管理国际市场营销计划、营销战略的最新方法。这些颇为复杂多变的计划与战略可以适用于各类工商企业、非营利性组织以及各种规模的国内国际企业。书中还向大学生们提供了许多跨国公司的营销实例，使同学们能够更容易理解在国际市场营销中多种复杂因素是怎样有机地融合在一起的。

为什么有些社会团体、有些经济组织、有些国家会先进会繁荣？哈佛商学院的 \cdot 波特在其著作《国家竞争优势》中回答了这个问题。《国际市场营销双语教程》也以不同的内容回答了同样的问题。

本书的第一章节介绍了国际市场营销的定义，叙述了企业进入国际市场的不同的价值取向，什么是企业进入国际市场的驱动力，以及企业进入国际市场会面临哪些障碍。参与国际市场营销活动的组织和企业在静态和动态两个层面上与国际市场营销理论有着千丝万缕的关系，营销环境、营销策略、文化环境、政府环境并针对性地辅以案例支持。

第二章对国际市场的营销环境进行了阐述。由于经济因素在变化，产品与服务在变化，法律体系以及其他因素在变化，整个大市场以及各个单一市场的环境条件也在持续发生变化。因此可以说，每一个市场环境都具有流动特征。在国际市场中，不可控制因素远远大于单一的国内市场。

第三章主要讲述文化的特征、力量和所产生的影响，以及跨国公司管理文化差异的方法。全球市场中各个国家和地区间所存在的文化差异会极大地困扰跨国公司实施其国际市场营销战略。

第四章介绍的是如何对全球市场进行细分。这是一个复杂的课题，在进行市场细分时，不仅要懂得市场细分的意义、掌握市场细分的方法和概念，还需要了解企业所处



的竞争环境,与竞争对手的产品与服务进行比较,以确定正确的营销组合。

第五章中主要讲述如何从事国际市场调研,怎样就市场调研进行初始策划,怎样收集与分析相关信息和数据。每一个市场的性质和规模会有所不同,因此市场调研的策略和方法也应该有所不同。在本章中还介绍了在考虑国际环境因素后如何对不同的市场(如新市场、成熟市场)采用差异化调研方法。

第六章引申出了全球营销的概念,主要讨论进入海外市场可能遇到的问题、如何组建跨国公司,以及实施全球营销活动的步骤。在本章节中也就跨国公司的市场进入战略和成长战略进行了论述。

第七章是关于企业如何在国际市场中制定产品策略的。由于各个市场情势的不同,企业有时需要制定或修订差异性产品策略,以适应不同市场中客户的不同需求。本章讲述了如何就不同的市场开发不同的产品与服务,以及不同产品策略所具有的优势与劣势。

第八章主要介绍国际市场价格策略,强调了跨国企业制订价格决策时面临的内部和来自外部竞争对手的挑战,以及海外市场中的政治、法律、经济和金融环境的挑战。最后对跨国企业的价格策略的重要性进行了评价。

第九章叙述了国际市场营销中关于分销的决策,以及在分销决策时所需要考虑经济因素、环境因素、政府法规等。在本章中也介绍了在选择分销渠道时需要考虑的主要与次要因素、在每一个市场里可能存在的分销渠道以及如何对中间商实施有效的管理。

第十章主要介绍国际市场条件下的促销策略,对营销组合进行了详尽的阐释,强调了随着市场的变化,产品的生命周期会变化,企业的营销组合也要做相应调整。在本章中,对营销组合中的每一个成分及其功能和重要性都进行了讲解。最后介绍了跨国企业应该如何制定正确的营销组合。

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2017年2月17日

于旧金山

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Chapter 1 International Marketing in General

国际市场营销概述

Learning Objectives

本章学习目标

1. International marketing and its definition
国际市场营销及其定义
2. Different company orientations toward international marketing
企业进入国际市场的不同的价值取向
3. Driving forces directing companies going international
企业进入国际市场的驱动力
4. Obstacles in world market preventing companies from successful marketing
企业进入国际市场会面临的障碍



For long time, companies have been looking for success beyond their national borders, partnering with foreign firms, or entering new markets on their own. In the past, internationalization was an option for large firms that had the necessary resource to enter and develop new markets. Today, small and medium-sized businesses have access to international markets and can benefit from new venues—for example, the Internet and new markets, emerging markets worldwide for selling their products.

Companies can look at international markets as possible channels and venues for distributing over their productions. Alternatively, they can look at international markets as a source of limitless opportunity. Or, multinationals can react to competitive pressure and enter markets that initially did not consider especially attractive; when they are reactive, rather than proactive, however, companies encounter greater challenges and incur higher costs. Consider the case of Coca-Cola and FedEx.

Case Studies: Coca-Cola 可口可乐

For many decades, Coca-Cola ignored Central and Eastern Europe because the market was not especially attractive. These regions had government restrictions on repatriation of profits—for consumer products, such as Coke, these restrictions were the highest. The distribution was problematic and it did not appear to warrant the required high investment. Moreover, consumers in these countries could barely afford to purchase a Coke. Pepsi, on the other hand, decided that this market was worth the investment; it set up strategic alliances with government agencies in Central and Eastern Europe in the late 1960s. As a first move into this market—that is, the first significant company to move into a new market—Pepsi was able to secure exclusive access and effectively blocked Coca-Colas access for many years. In the 1990s, when these market opened their doors to foreign investment, Coca-Cola had to spend huge amounts of money to overtake Pepsi's lead in these markets. Eventually, it was successful.

Case Studies: FedEx 联邦快递

When assessing its growth opportunities, the FedEx states: “international sky is the limit.” In spite of its slogan, however, FedEx has traditionally pursued markets only in industrialized countries. In many low-income countries (in sub-saharan Africa, for example), its competitor, DHL was the first to enter the market,



securing business from the national government, to the expatriate community, and to local and international businesses operating there. When FedEx decided these markets had been potential, it had to spend large amounts of money to promote its services in these developing countries and to gain access there.

1.1 The Importance of International Marketing

国际市场营销的重要性

企业活动国际化,进行国际市场营销,乃是当今世界经济、市场和企业发展的必然要求。企业(特别是大企业)只有进入国际市场,进行国际市场营销,才能不断降低产品成本,保证企业利润;才能保持企业竞争优势;才能保持并扩大企业的市场,企业也才能生存和发展。

The United States constitutes one of the most important target markets in the world, consuming a high percentage of worldwide products and services. Over time, however, even as foreign investment in the United States continues to increase (it jumped 76.7 percent, to 161.5 billion in 2006 from the previous year), it has become evident that this target market is losing its dominant position: the percentage of consumers is getting smaller currently, less than 25 percent of the total world market. For U. S. companies to achieve their full potential and to effectively compete with foreign companies in the same league, it is crucial that they expand into international markets to take advantage of global market opportunities, to keep pace with competition, and to maximize the potential of their product mix.

Company	Global Revenues (billions)	Percent Revenues from Outside the U. S.
Walmart	\$ 401.2	24.6%
Ford Motor	146.3	51.9
General Electric	182.5	53.7
CitiGroup	52.8	74.8
Hewlett-Packard	118.4	68.2
Boeing	60.9	38.9
Intel	37.6	85.4
Coca-Cola	31.9	77.0
Apple	36.5	46.0
Starbucks	10.4	20.8

Source: Annual Reports of Listed Firms, 2012

Figure 1 - 1 Selected U. S. Companies and Their International Sales



International companies such as General Motors, Mitsubishi, Microsoft, and Exxon earn profits greater than the GDP of many low-income countries, and their total market value is several times the size of their profits. Even successful small businesses can attribute their survival and success to international markets. Also, companies may find that, with products in the late stage of their life cycle, emerging markets can offer them a new life, such as the case of Avon.

Case Studies: Avon in China 雅芳开发中国市场

China may be the most difficult place for Avon. They have to abide by many regulations. China lifted its ban on direct sales in 2005, after being required to liberalize its retail industry according to WTO rules.

In spite of the restrictions, however, Avon has been doing well in China. S. K. Kao, President of Avon China, reports an increase in sales for the company, as it changed gears to focus primarily on store sales. As a result, the company is experiencing double-digit sales increases in China, currently 28 percent per quarter. It penetrated markets in large and small cities in even the most remote areas in China. Even an Avon store can be found in Lhasa, Tibet, in prominent central location, selling western beauty products.

To achieve their potential, companies must constantly monitor the international environment for opportunities. For the past two decades, privatization in countries previously dominated by state monopolies has made it possible for multinational companies to compete for local energy, airline, railway, and telecommunications industries, etc.

1.1.1 Levels of International Marketing Involvement

国际市场营销的范围和层面

All companies are affected by elements of the international marketing environment. In terms of international marketing involvement, however, companies have different degrees of commitment. A company engaging in domestic marketing has the least Commitment to international marketing. This company focuses solely on domestic consumers and on the home-country environment. The home-country environment, however, is affected by developments in the international environment. Furthermore, the local company is directly affected by local competition, which could come from global companies.

At the next level, export marketing, a company could be involved in exporting indirectly—the company takes orders from international clients—or directly the



company actively seeks international clients. For both export marketers and domestic marketers, the international market constitutes an extension of the domestic market and is not given special consideration. Such firms have an ethnocentric(民族中心主义的) philosophy to internationalization.

International marketing activities require a substantial focus on international consumers in a particular country or particular countries, and when more countries are involved, international marketing is often referred to as multinational marketing. International marketing is thus defined as the processes involved in the creation, production, distribution, promotion, and pricing of products, services, ideas, and experiences for international markets. The international company is present in different countries with sales offices and subsidiaries or is an active partner in strategic alliances with local companies. It is important to note that, in this case, international activities are not coordinated across the different countries or across different regions. An international company, according to this definition, has a polycentric(跨区域—多中心), or regiocentric(以单一区域为中心) philosophy to internationalization.

Global marketing involves marketing activities across different countries without focusing primarily on national or regional segmentation. Global marketing is possible due to the emergence of global consumer segments and due to efficient global allocation of company talent and resources. A company engaging in global marketing has a geocentric philosophy to internationalization.

It should be noted, however, that the terms defined in the preceding paragraphs are often used interchangeably by non-business and business alike, even by international managers. “International”, “global”, and “multinational” are used to refer to any company crossing borders, without particular reference to the global strategy used. The descriptions of the levels of international marketing involvement should primarily guide one to understand when distinctions are made. A superior approach to distinguishing between companies’ international orientation and philosophy is the ethnocentric, polycentric, regiocentric, and geocentric (EPRG) framework.

The definition of International Marketing is the performance of business activities designed to plan, price, promote and direct the flow of a company’s goods and services to consumers or users in more than one nation for a profit. The only difference in the definitions of domestic and international marketing is in more than one nation. Different environments, add the complexity and diversity of international marketing, in terms of such as competition, legal restraints, government controls, weather, fickle consumers, etc.



1.1.2 The Different Concepts in Framework of International Marketing 各自不同的国际营销理念

Management's orientation toward the internationalization of the firm's operations affects each of the functional areas of the firm and, as such, has a direct effect on the marketing functions within the firm. Management's philosophy on international involvement affects decisions such as the firm's response to global threats and opportunities and related resource allocation. Companies' philosophies on international involvement can be described, on the basis of the EPRG framework, as ethnocentric, polycentric, regiocentric, and geocentric.

1.1.2.1 Ethnocentric Orientation

民族中心主义理念为导向

Eli Lilly is an ethnocentric firm. Top management at Eli Lilly places most of the emphasis on product research and development in an effort to bring to the marketplace high-performance pharmaceutical products. Firms with an ethnocentric orientation are guided by a domestic market extension concept. In general, top management of firms with an ethnocentric orientation consider that domestic strategies, techniques, and personnel are superior to foreign ones and therefore provide the most effective framework for the company's overseas involvement; consequently, international operations and customers are considered secondary to domestic operations and customers. Ethnocentric firms are likely to be highly centralized and consider that the purpose of their international operations is to identify markets that could absorb surplus domestic production; alternatively, international operations could represent a cash cow that generates revenue and necessitates only minimal attention and investment. As a result, plans for international markets are developed primarily in-house by an international division and are similar to those for the domestic market. Firms in the tobacco industry, as well as firms at the forefront of technology, tend to have an ethnocentric marketing orientation.

It should be mentioned that, often, ethnocentric firms approach globalization by internationalizing at the level of the function, rather than the firm; for example, the marketing department may have a geocentric strategy even if top management has an ethnocentric orientation.

In many cases, U.S. firms sell American brands along with their related U.S. life styles and traditions—for example, cigarettes, blue jeans, and entertainment. Hollywood movies are one example in the entertainment category. Another example is Disney, where an ethnocentric marketing approach worked well in some markets,



but not in others.

Case Studies: Disney Abroad 迪斯尼在海外的境遇

Ethnocentric marketing was, traditionally, all that Disney was about: the mouse, princes and princesses, Cinderella and her castle, riding, working along with those things. Main streets in U. S. A., such as Frontierland, Adventureland, Tomorrowland—in other words, America and its present, past, and future in a cute package of several fun-packed acres.

It was a formula that worked well in the United States and in Japan at Tokyo Disney Resort. Exporting the concept to France and China Hong Kong seemed like a good idea; however, the company quickly found that an ethnocentric approach to the marketing of its entertainment parks in these two markets would not be an easy task. In Europe, consumers were unhappy with the U. S. themes resonating exclusively throughout the park, so Disneyland Resort Paris had reinvented the offering and adapt it to local preferences, creating entertainment based on European fairy tales, serving food that would appeal to European consumers, and creating a more lax approach to the dress code for the park's French staff. At the China Hong Kong Disneyland, which opened in 2005, attendance fell short of expectations, with visitors complaining of mistreatment and the number of attractions as well as size of the park being considered insufficient. Shortly after opening, during the Chinese New Year period, the park had to close due to ticketing problems, and ticket holders forced their way in by storming through gates and climbing over fences. Chinese authorities are now reluctant to work out the possibility of Disney opening yet another park in Shanghai.

1.1.2.2 Polycentric Orientation

跨区域—多中心理念为导向

Firms with a polycentric orientation are guided by a multi-domestic market concept. Managers of polycentric firms are very much aware of the importance of individual international markets to the success of their business and are likely to establish individual businesses, typically wholly owned subsidiaries or marketing subsidiaries, in each of the countries where they operate. The assumption the company makes is that each market is unique and needs to be addressed individually. Consequently, the company is fully decentralized and engages in minimal coordination with the headquarters.

Each subsidiary has its own marketing plans and objectives and operates autonomously as an independent profit center on an individual country basis to



achieve its goals; all marketing activities are performed in each country independently of the company headquarters. To address local consumer needs, marketing research is conducted independently in each overseas market, and products are fully adapted to meet these needs. Alternatively, separate product lines are developed to meet the needs of the individual markets.

In the process of developing individual strategies for each market, the company does not coordinate activities across the different countries and cannot benefit from economies of scale that such coordination would allow. Furthermore, numerous functions are duplicated, and, ultimately, final product costs are higher to the end consumer. For decades, Ford used a polycentric strategy in meeting the needs of budget-conscious consumers by developing a Ford Escort automobile for the United Kingdom that looked different from the one sold in the United States or Southeast Asia. Currently, the automobile addressing the needs of the budget-conscious consumer, the Ford Focus, looks identical in each market. Ford has adopted a geocentric approach to product development.

1.1.2.3 Regiocentric Orientation

以单一区域为中心的理念导向

Firms with a regiocentric or a geocentric orientation are guided by a global marketing concept. Companies adopting a regiocentric orientation view world regions as distinct markets that share economic, political, and cultural traits such that they would be viable candidates for a region-wide marketing approach. A regiocentric orientation is now possible due to the success of regional economic and political integration that allows for implementing a uniform marketing strategy in the entire region. Member countries of the European Union, for example, are candidates for Pan-European marketing strategies, whereas signatory countries of the North American Free Trade Agreement (NAFTA) lend themselves to a successful marketing strategy aimed at the North American market. PepsiCo appears to have a regiocentric orientation; Its divisions are organized on the basis of location, with regional offices coordinating all local marketing activities. For example, Pepsi's Eastern European operations are coordinated by its Vienna (Austria) Office, which devises the company's regional objectives and oversees the implementation of the company's marketing strategy in the region.

1.1.2.4 Geocentric Orientation

以地球为中心的理念导向

Firms in which top management adopts a geocentric orientation perceive the entire world—without national and regional distinctions—as a potential market with identifiable, homogeneous segments that need to be addressed with tailored