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第四届北京第二外国语学院—美国北佛罗里达大学国际会议论文集

Joint Effort to Promote Global Prosperity

合作共赢 共促世界经济繁荣

白
远
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主
编



中国经济出版社
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第四届北京第二外国语学院—美国北佛罗里达大学国际会议 开幕词

北京第二外国语学院院长 周烈教授

尊敬的各位专家学者、女士们、先生们：

大家好！

九月的北京，金秋送爽，值此北京第二外国语学院四十六年校庆之际，由中国北京第二外国语学院和美国北佛罗里达大学共同举办的“合作共赢，共促世界经济繁荣”国际研讨会现在开幕了！

首先，让我代表大会主办方，向来自美国和国内的专家学者，表示热烈的欢迎！并且向为本次会议的顺利举行，付出辛苦努力的国际经济贸易学院的教师和学生们的致以衷心的感谢！

北京第二外国语学院与美国北佛罗里达大学的合作始于1995年，2002年10月，北佛罗里达大学代表团实现了对北京第二外国语学院的首次访问。期间，北佛罗里达大学与北京第二外国语学院共同签署了正式友好交流合作协议。从那时起，北京第二外国语学院国际经济贸易学院和北佛罗里达大学考金商学院之间开始了学生互换、教师教学交流和学术方面的活动。2004年，为了进一步增进双方的交流与合作，北京第二外国语学院代表团访问了北佛罗里达大学及其考金商学院并达成了共识，每两年召开一次学术研讨会。同年10月，北佛罗里达大学在参加二外四十周年校庆典礼期间，在双方的共同努力之下，我校国际经济贸易学院首次成功的主办了“中国在世界经济中的地位和作用”国际研讨会。会后还出版了《合作、挑战、共赢——中国在世界经济中的地位和作用》论文集，这次会议受到参会代表和业内人士的一致好评，为北京第二外国语学院和北佛罗里达大学的交流与合作开启了新的篇章。

本次国际学术研讨会的主题是“合作共赢，共促世界经济繁荣”，这将为国内外经济专家再次提供一个相互交流的广阔平台，通过中外学者对中国经济和世界经济问题的充分研讨，共同描绘全球社会经济发展的美好未来。

女士们、先生们，我相信，通过诸位专家学者的努力，一定能将“合作共赢，共促世界经济繁荣”问题的研究推向一个新的境界，提上一个更高的层次。在此，我再次代表大会主办方，向不远万里、不辞辛苦前来参加国际研讨会的诸位专家学者，表示衷心的感谢和诚挚的问候！

祝各位代表在北京生活愉快！

祝大会圆满成功！

2010年9月24日

Welcoming Speech

Li Xiao-mu

Vice President of BISU

Distinguished Guests,
My Dear Friends,
Ladies and Gentlemen,

In this golden autumn season, we welcome in Beijing the opening of the 4th Session of Joint Conference with UNF, and welcome guests and friends from all over the world.

Over the past six years great changes have taken place in China and the whole world. We never relax in our efforts to pursue what we consider to be the right course and to find out the truth behind the prosperity and crisis of our economy. At this moment, my mind drifts to the year of the 1st Session held by BISU. It was 2004 that witnessed our new cooperation and exchanges. Thereafter two sessions were held by UNF in America in 2006 and by University of Applied Sciences Cologne in Germany in 2008 respectively, we all made progress in academic exchanges and friendly cooperation with our joint efforts. And now we return to Beijing, China and gather together in BISU again after the first round. Then I believe that will be a new start and continue to strengthen our exchanges and friendship.

Ladies and gentlemen, currently, Beijing, as the capital of China, has put forward the strategic objective of building the world city and Shanghai is holding World Expo 2010, from which, we perhaps understand the confidence of all Chinese people to embrace the opportunities and challenges in the post-crisis era. To promote the common prosperity of the whole world is our heartfelt aspiration.

Finally, I sincerely wish the 4th Session of Joint Conference a complete success and wish all of you a pleasant stay in China.

Thank you!

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合作共赢/共促世界经济繁荣

第四届北京第二外国语学院—美国北佛罗里达大学国际会议论文集

1

合作共赢,共促世界经济繁荣

Marketing Considerations in China-US Joint Efforts to Promote Global Prosperity

Adel I. El-Ansary^①

Abstract: The author contends that the focus of the current economic-political debate regarding US-China relations is on the production aspects of the manufacturing sector. There is tendency to correlate outsourcing of manufacturing operations to China with deficits in the balance of trade, rise of unemployment, and the progressive decline in the US manufacturing sector. The author suggests that a marketing channels view encompassing the production, commercial, and consumption sectors offers a more balanced perspective on the key issues of the debate. Refocusing the US-China debate on the interconnection between production-manufacturing, commercial trade wholesale and retail distribution, and consumption sectors offers more positive view of the relationships between the two countries. In this paper we advance a number of propositions in order to stimulate discussion and redirect the debate in a positive win-win direction. The reader is forewarned that the paper offers views that are more reflective and speculative than analytical and definitive. It is written to promote discussion and generate related research ideas and projects.

Keywords: China-US relations, marketing channels, outsourcing, global brands, channel formats, global supply chains, joint efforts, global prosperity

The US and China are two of the largest world economies. In the third quarter of 2010 the rankings of first, second and third were The US, Japan and China respectively. At the inception of the 4th quarter China and Japan traded places, China becoming second and Japan third. It is worthy of note that China is the first developing country ever to enjoy such top ranking. By 2020, indications are that the U. S. and China will reverse ranks. The fact that economic power begets politi-

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cal power raises issues related to economic supremacy and/or political dominance leading to tensions that dominate Sino-American relations.

China is the largest land mass in the world. The dominant economic base of its vastly different regions is agricultural and industrial. In the meantime, the US experienced major shifts in its economic base from agricultural/commodity prior to the 1940s to industrial/production and agribusiness from the 1940s through the 70's followed by service and information economies in the 80s and the 90s. The first decade of the 21st century ushered a second wave of globalization that permanently altered the shape and destiny of the world's largest economy, i. e. , the US economy.

Over one hundred American-based global companies have presence in China. Although such presence takes different legal/structural entry strategies and/or functional engagement, there is no doubt that outsourcing of manufacturing operations to China is at the forefront of US-China political-economy debate. The dominant argument in the US is that outsourcing of manufacturing operations to China led to the demise of manufacturing/production economic base in a number of industries in the U S. Two major US concerns include trade imbalance and exporting jobs to China. Other concerns revolve around the unintended consequences of outsourcing such as technology transfer that may compromise the integrity of global brands and national defense systems.

Arguments against outsourcing to China by US-based corporations ignore the fact that outsourcing accounts only for *inputs* in the production processes and neglect the *outputs* of related marketing processes. By definition, balance of payment and balance of trade are accounts that involve not only the outsourcing of US manufacturing operations to China, but also many other calculations and adjustments.

In this paper the author argues that the promises of joint effort to promote global prosperity can be fulfilled only if such efforts are built on strong foundations imbedded in the *Marketing Functions* performed by manufacturers, wholesalers, and retailers, the *Marketing Channel* that bind them together, and the *Marketing Strategies* that propel their performance to higher altitudes. The premises of these promises and related propositions worthy of investigation are presented in the remainder of this paper.

1 Foundation Thesis

The economic base of a country is known to evolve over time. As economic progress takes place, it is inevitable that the economic sectors of coupled countries gravitate between the two countries due to shifts in their respective competitive advantage. For this reason, as the US economy progressed from an industrial/man-

ufacturing base to a service/information base, it was therefore only logical that a major part of the US industrial/manufacturing sector operation was outsourced to China. This argument is illustrated in Figure 1 and advanced in the following proposition:

Proposition 1: As a country's economy advances from one economic base to another, its competitive advantage shifts from mass economies of scale in production dominated by packaging and labeling to mass economies of scale in marketing dominated by differentiation and branding.

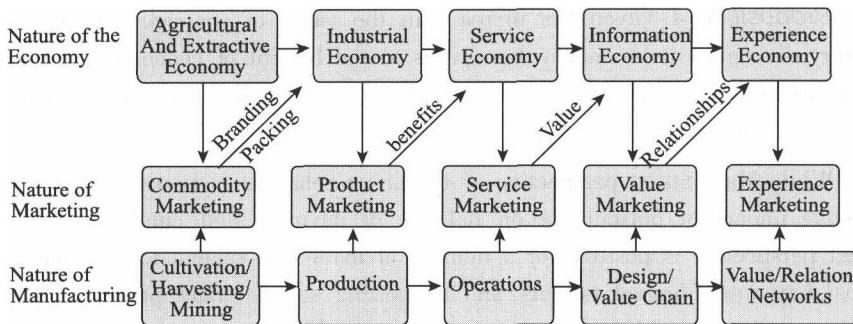


Figure 1 The Changing Nature of the Economy, Marketing, and Manufacturing

The value of a country's output increases as it moves along the development ladder from commodity to industrial, from industrial to service, from service to information, and information to experience. While production creates one utility, such as physical utility, marketing creates three utilities, namely time, place, and possession. It is proposed then that the value added by production is therefore dwarfed as a result of the value added by marketing. This argument is illustrated in Figure 2 and advanced in the following proposition:

Proposition 2: The value of the output of an economy increases geometrically as it advances from one economic base to the next.

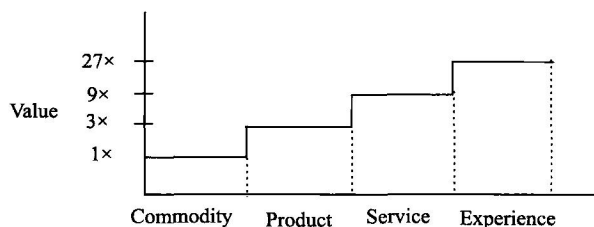


Figure 2 Exponential Increase of the Value of Output

Now the critical question facing the US, What is next? Speculations are that the next economy will be the *Green Economy*. Thomas Friedman, among other authors, suggests that the power and leadership of the world economy will belong to those countries that take the lead in environment protective technology.

Proposition 3: Given the historic progression from one economic base to the next it is befitting that the US economy will evolve into a Green Economy. China's economy will evolve into a Service economy.

Proposition 4: Given the increase in the value of economic output as a country diversifies its economic base, it is to the benefit of economically linked countries to demonstrate support during this transitional shift from one economic base to another.

While Main Street perspective of US-China relations is based on perceived negative impact of outsourcing on balance of payment and employment, Wall Street perspective is positive for a number of marketing related forces including global branding, channel formats, and supporting supply chain processes. These forces are discussed in detail in the remainder of this paper.

2 Global Branding

Regardless of the nature of its economy the wealth of the US has been determined by the equity accumulated by the brands of its resident companies. Illustrative examples are presented in Table 1.

Table 1 Economy, Wealth and Brands

The Economy	Source of Wealth	Dominant Brands
Agriculture and Extractive	Commodities and Sources of energy	Oil Retail Brands; Exxon, Mobile, Shell
Industrial	Production of Consumer and Industrial Goods	Product Brands; GE, P&G, GM, Ford
Services	Financial and Health	Service Brands; Citi group, Merrill Lynch, Mayo Clinic
Information	Technology	Online Brands; Amazon, E - bay, Google, AOL
Experience	Marketing and Merchandising	Experience Brands; Starbucks, Apple, Sony, LG, William Sonoma

Brand Equity is the estimated value of brand assets. There are two sources of brand equity: consumer-based and other sources such as endorsements and as-

assessments by syndicated magazines and reports. Customer Based Brand Equity (CBBE) accounts for the lion's share of the value of these brand assets. The US owns 49 of the Top 100 Global Brands representing 18 sectors of the economy. The Brand Equity accumulated by each brand ranged from the number one ranking, Coca-Cola, valued at 70,452 billion to the last ranking, number 100, Campbell's, valued at 3,241 billion.

Proposition 5: The wealth of a nation is determined by value of the Brand Assets; i. e. , the cumulative value of the Equity of the Brands that the nation owns.

Little known about manufacturers is the fact that their advertising and selling expenditures exceed those of wholesalers and retailers combined. In essence, manufacturers are marketers at heart! For example, the production/manufacturing function of Nike is ancillary to the company's marketing and branding. Under different circumstances are the positions of beverage companies, restaurants, and lodging brands; in these instances the only viable strategy is to franchise operations to host country nationals. For global brands it is standard operating practice to outsource manufacturing/operations to low-cost countries. It has been proven by a number of studies that a brand's country of origin is the key determinant of brand image. For example, an American brand manufactured in China is viewed by the Chinese consumers as more superior and prestigious than an equivalent Chinese brand produced in China. While outsourcing is a cost determinant, brand image is the revenue determinant in the equation.

Proposition 6: Specialization by institutional types; e. g. , manufacturing, wholesaling, retailing has given way to specialization in marketing channel functions, flows, and processes; e. g. , transactions, negotiations, branding, promotion, management, and operations.

Proposition 7: As a global company capitalizes on its core competencies by pursuing a competitive advantage based on cost leadership and differentiation, the outsourcing of manufacturing operations will follow as a natural outcome.

Proposition 8: Repatriated net income inflows of US-based global corporation far exceed fund outflows to ameliorate the cost of outsourcing.

3 **Channel Formats**

The global market place is dotted by channel formats initiated by manufacturers, wholesalers, and retailers alike. One of the dominant formats is retail franchising of restaurants and services. Franchise channel members specialize in man-

agement and operations. While the management of the franchise is global in scope, retail front operation is local. For example, Coca Cola franchise local bottlers to produce and meet local demand. Similarly food service franchisors such as Kentucky Fried Chicken and McDonald's develop globally-connected local supply chains to support stores in the country of operation. Extending the analogy to the broad spectrum of retail brands reveals that outsourcing is an inherent strategy in the operation of global chains designed to support their operation. The magnitude is enormous. For example, the top 25 global retailers based in the United States, Europe, Australia and Japan reported over 2 trillion dollars in global sales in 2008.

Proposition 9: Franchise channel formats present opportunities that lead to enhancing the joint effort to promote global prosperity by fostering cooperation between home country franchisors and host country franchisees, facilitate technology transfer, and the development of effective and efficient supply chains in host countries.

Proposition 10: Franchise channel members specialize in management and operations. As US-based franchisors grow their operations nationally and internationally the growth in employment shifts from production to service labor and managerial competence in service operation.

4 Closing Remarks

It is inevitable that the nature of a country's economy changes as it progresses from one stage of economic development to the next. Inherent in such change are lags and leads of its various sectors resulting in periodic unemployment in the declining sector(s). Undoubtedly differential advantages are at work and the effects of change are magnified in a global economy characterized by the ease in which corporate operations are able to migrate abroad, and the flexibility presented when selecting a mode(s) of entry. Manufacturing operations outsourced to China in the 1990s are migrating to Vietnam, Malaysia, Indonesia, and India in the second decade of the 21st Century. It is abundantly clear that micro decisions have macro consequences. Failure of governments to envision the magnitude of change and the extent of preparation necessary to enhance its effects result in extended recessions in the affected sectors of the economy.

Success of US-China joint efforts to promote global prosperity requires paradigm shifts from:

- Countries to "One World"
- Unemployment to "Re-deployment"

- Unemployment Compensation to “Re-training Compensation”
- Silo functions and institutions to “Value Chains”
- Products and Services to “Brands”

Joint US-China effort to promote global prosperity must be supported by joint US-China cross-disciplinary faculty research. Such research may be coined in the context of these paradigm shifts and supported by the thoughtful content of the papers presented and discussed at our conference.

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