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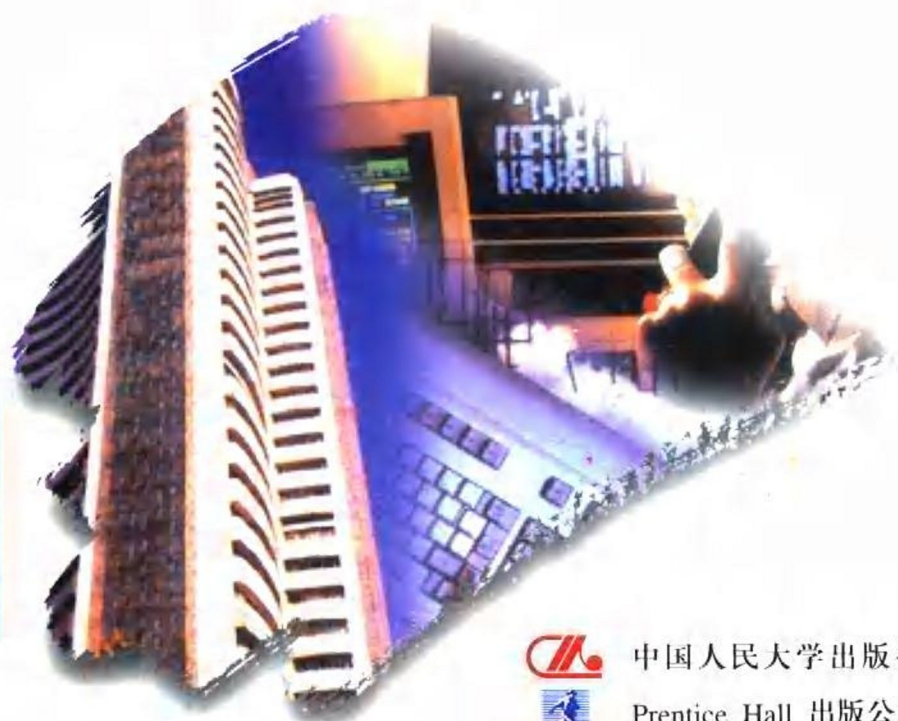
工商管理精要系列·影印版

国际市场营销

INTERNATIONAL
MARKETING

斯坦利·帕利沃达 著

Stanley J. Paliwoda



中国人民大学出版社

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出版说明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将 90 年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商 Prentice Hall 出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自 90 年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和 MBA 事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA 学生，以及想迅

II

速了解工商管理各专业核心领域的师生来说, 本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果, 中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本, 使中国读者能借助本丛书, 跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

Preface

The Essence series of books is aimed at the experienced practitioner and MBA market. There is little need in this book to construct an elegant academic framework on which to build a superstructure as a more practical framework exists already in the minds of the readers to whom this book and this series as a whole are targeted.

Background detail and explanation are brief so as to concentrate analysis on the main issues at the micro or company level, assessing always the likelihood of change, the implications that change will bring and how best to respond to change. This is by no means a descriptive book. It does not set out to describe in detail what is here today. Instead, it focuses on the pressures that exist today and that will lead to a new tomorrow for both companies and for consumers such as ourselves. Perhaps, then, it is more of a 'rune' than a 'tome'!

In outline, the book is simple to follow, being based around nine Ps, one chapter being devoted to each but also pointing out the interaction that exists between them. For too long those in marketing education have taught that there are only four Ps (product, place, promotion, price) and that all can be solved with the correct magical formulation by the supplier of these four P variables. This may be true of markets where buyers and sellers are passive, but these do not exist any more, if indeed they ever did. Customers today can no longer be dictated to, because they are more product-knowledgeable than at any time in the past and because they are the focus of ever-increasing competitive actions to win them over. This is equally applicable when we consider entire country markets. All of the easy markets are gone. Instead, we have growth limited to

markets such as that of China or the former USSR, now fragmented into the Commonwealth of Independent States (CIS) composed of proudly independent republics. Our trading environment in terms of market structure and buyer knowledge, power and expectations has changed materially and so we need new tools to deal with these new market dynamics. Instead of just developing managers, we need to develop managers to become good competitors. In this light, the four Ps is a useless box of tricks for today's markets. This, then, is not a conventional book, for there are enough of them around already. Instead, it sets out to be a 'thinking' book which confronts problems and leads the reader through a series of scenarios and questions so as to challenge managerial thinking. Each chapter concludes with a checklist of what managers need to know, labelled 'Be aware'.

This book is not constructed with a syllabus in mind but rather a need to formulate managerial attention and focus on the key marketing issues related to international marketing. Managers should find this book to be of practical help and relevance. For those seeking a more detailed general textbook, I have provided for that need in *International Marketing*, now in its second edition with Butterworth-Heinemann, Oxford (1993).

In order to be read by managers, this book has to be concise. To be concise, it must in turn be brief, but to succeed it has to be comprehensive in coverage and adequate in explanation. I hope that I have provided just such a book which falls well within this zone of acceptability as perceived by you, the consumer.

Stanley J. Paliwoda, University of Calgary

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Introduction

International marketing as a set of skills has increasingly come into focus in the last few years. The world is forever changing, but the events that have taken place since 1989 have been particularly dramatic. There have been border changes, country name changes and even technological innovations in cartography that have altered the traditional depiction of countries in both shape and size. Simultaneously, another trend has been taking place with the formation of trading blocs, whether it be the ever-expanding European Community or the nascent North American Free Trade Agreement. These trading blocs are important in themselves, but within and amongst themselves, member states have been able to reduce, if not eliminate in some cases, many of the traditional barriers to trade. Internally that is something to be welcomed, but for those on the outside it creates fears of possible protectionism and of a 'fortress' mentality.

While this has been happening on the macro level it is also important not to lose sight of the consumer. The individual consumer does not see himself or herself as a global consumer, but is still proud to be a patriot while enjoying the benefits of belonging to a greater economic union. It is one of the paradoxes of the twentieth century that this centrifugal force, which drives more and more towards economic and trading unions, should awaken desires for national independence and sovereignty. It is important that marketers do not lose sight of this highly important development and the potential which it holds for exporters as well as investors.

Marketing has itself changed over time and has undergone

various stages in its evolution, but perhaps the most important tool handed down to us from the marketing literature is that of segmentation, thanks to the information age which has been spawned by computerization. Globally we can exploit consumer needs while we custom-build products for specific groups of individuals. Needs cross frontiers, whether the products in general relate to food, shampoo or sanitary towels. Significantly, marketers have found that practising segmentation means that they are able to access similar groups of consumers to those in their own domestic market with little added cost in necessary product adaptation required by local laws on labelling, packaging, language or use of certain ingredients, colours or flavourings. Computerization allows us to track the consumer to a degree that was not possible ten or fifteen years ago, but today the one who is sitting on this information is not the manufacturer, but the retailer. There has been a significant power shift taking place in that retailers hold vital consumer-buying information in their store credit cards that profiles their consumer. Computerization has also provided the knowledge of consumer-buying patterns per store, so we can now access fuller and much more comprehensive data than at any previous time in commercial history. If we know our customer profile we can then consider how to target this audience and companies such as SRI International, with their VALS (values and lifestyles) segmentation of a society at large, prove useful in helping to determine not just the advertising or promotional message that is required, but also how to reach that target audience and by which form of media.

The global village is coming nearer in that we are now all more easily accessible by communications, but the net effect is that while affluence and world trade remain in the Western hemisphere, there is increasing 'noise' from competitors also eager to push their similar competitive offerings to the same market segments and usually through the same media and distribution channels. Although the youth market and popular music are becoming more and more standardized internationally, these are but two examples that swim against a tide of trade restrictions as well as cultural constraints. In the 1990s there are still few global products in existence. While the IBM PC and McDonald's restaurants begin to join the ranks of Coca-Cola and Pepsi-Cola, it should also be pointed out that both have seen many copycat imitations not just in Western countries, but in Africa, India and the countries of Eastern Europe which have rejected communism to varying degrees. Product counterfeiting has become a problem for the copyright owners and is a major

component of world trade. No one will openly admit to counterfeiting taking place with their products, but even in the mid-1980s it was estimated to be 9 per cent of world trade and increasing.

The source of these counterfeit products is mainly the countries in which they are sold and, second, the Pacific Basin countries which have free-port status and thus further tax and custom advantages on top of their lower labour costs. Consumer tastes are fuelled by media that thrive on a product-hungry public for their advertising revenues. Choice and competition force prices down, creating a rationale for 'runaway industry' that seeks to exploit price advantages the world over by continually shifting its productive resources across frontiers.

The knowledgeable, cynical, advertising-hardened Western consumer seeks quality. In manufacturing terms this has given rise to a quest for what has been termed 'low-cost excellence' whereby product quality has to be maintained while achieving all possible cost-saving opportunities. This is a requirement of trading on Western markets. Consumers continue to differentiate between competitive offerings on the basis of more product information than has ever been available before. This drives companies further in the search for that value-added, perceived and valued by the customer. Peter Drucker, the well-known management author and visionary, has termed this search for value-added the new 'transnational ecology', an environment which does not recognize national boundaries any more than it does money or information (1989). Increasingly nations can be seen simply to be reacting to events in transnational money and capital markets rather than being able to shape them. Drucker sees traditional factors of production such as land and labour as being secondary to management. In this new environment the nation-state is but one of four units capable of effective economic policy for there is, too, an increasing shift of power to the region, as with the European Community. The third autonomous unit comprises the world economy of money, credit and investment flows organized by information that crosses national frontiers easily. Finally there is the transnational enterprise, not as large as we had once feared, which views the world as one market in which to produce and sell goods. The term that Drucker uses, 'transnational ecology', creates awareness and concern for our endangered habitat which require international policies so that we may protect our world from ourselves. Drucker sees interdependence as vital to our future.

Affluence does not bring literacy, thus product standardization

Table I.1 Levels of competitiveness.

Level	Example
1. Major trade zone	Japan and Southeast Asia, Western Europe, North America
2. Country	Ranking of Canada versus OECD countries, in broad economic measures (political stability or inflation)
3. Region	Location within several North American regions (Southern Ontario/Northeastern United States, or British Columbia/Western United States)
4. Industry	World market share, as measured by import/export ratios
5. Company	Value added by products
6. Department or activity	Benchmarking the relative cost per activity transaction or order
7 Employee skills	Education and literacy levels

Reprinted from an article appearing in *CMA Magazine* by Reuben Sokol, September 1992 issue, by permission of the Society of Management Accountants of Canada.

cannot be assumed. Prosperity is tied in with the fortunes of our buyers as well as our suppliers. Interdependence can never be ignored or forgotten.

Adapting to the global marketplace is increasingly a requirement: the global market is no longer an option. At the same time, it also has to be recognized that there is no particularly 'good' time that is better than any other in which to participate. Sokol (1992) put forward seven levels of competitiveness, ranging from the level of a major trade area to the detailed or functional level of a single employee (see Table I.1).

It has already been established that exporters will choose to export first to those markets which are psychologically close to their own domestic market, before venturing to those markets which, although geographically close, may be deemed to be more foreign. Michael Porter, the Harvard economist, has focused on the need for exporters to be successful first in their own domestic market (1990). Porter takes the view that they therefore export on the basis of a domestic advantage. Ohmae, who writes about the borderless economy (1985, 1990), focuses instead on the need to be an insider within the 'Triad' of the Western developed world: in other words, North America, Europe and Japan. In world trade there is no level playing field. Trade is still within the developed world for products developed for sophisticated affluent markets. Free trade is still only a concept to be implemented, whether we look at the European

Community or North America. In periods of economic expansion some degree of free trade may be countenanced, but it is still just an idea whose time is yet to come.

In the pages that follow, the skills required, the homework to be done and the constraints to be surmounted are discussed. International marketing is not a luxury to be considered as a bonus on top of domestic sales, but is a necessary part of the portfolio of every company seeking to sustain its own economic future. It therefore requires commitment and an equal share of the allocation of resources that would normally be committed to the domestic market. Certainly, it lacks definition and a body of knowledge sufficient to excite, but it is because companies do not recognize the importance and need for international marketing that there is this lack of suitable positions for those students of international marketing. Not all countries, however, hold international marketing in the same low esteem. While this may be true of the United Kingdom and of North America, it is not true of Japan where industry and commerce have maintained traditionally strong ties with its universities. Coincidentally, Japan has been forging ahead in international markets even in those countries in which it is not a traditional supplier. Need we look closer? The answer is undoubtedly yes. Only your fears are holding you back. Over the course of this book, let us try to dissipate and quantify those fears.

1

People

Too often in the past the only people recognized by management have been the supposed customers, to the sole exclusion of all other groups including the employees at the customer interface. This lack of an integrated vision of how to serve customer markets leads only to sub-optimization in terms of market representation. Failing to recognize or, to use the current term, 'empower' one's own employees at the 'sharp end' of the business – the customer interface – breeds confusion in the minds of customers, and disenchantment and hostility in the minds of employees.

Companies have come to recognize belatedly that the idea of just selling into a market and expecting success is hopelessly naive. First, there are few products that effectively sell themselves unless there is a massive shortage. Second, given all the incentives to subvert the channels of distribution set in place, a company with such a traditional mind-set could only be heading for potential customer alienation. Success and therefore loyalty, then, could be measured in terms of lack of a credible competitor. Customer loyalty cannot be taken for granted. Assume that loyalty is the absence of a better alternative and plan your strategy accordingly. 'Word of mouth' remains the most formidable of all promotional tools and yet it is the hardest for marketers to manipulate to their whim. There is generally too much 'noise', too many compelling competitive messages for other products from other producers, foreign and domestic, for one manufacturer's product to rise above them all unless it has some exceptional characteristic. People therefore make or break branded products with their perceptions of them and how they relate those perceptions to others.

Jasper Carrott, the Birmingham comedian, has for a long time enjoyed making fun of the Yugoslavian-made car, the 'Yugo', which is based on an outdated Fiat design. An example of his acid humour is: 'What do you call a Yugo convertible?' – 'A skip!' Such a perception set in the minds of customers everywhere will make them downgrade their estimation of this car and question whether it is the right car for them to be seen driving. Even by association, there may be strongly negative peer group pressure as to what to buy, what to drive, and this pressure which exists in all societies will filter down into brand preferences.

The other fact of life that is apparent to consumers and resellers, but not necessarily to producers, is that the service element in any product sale is becoming increasingly important. From product knowledge through to demonstration, installation and after-sales advice and service, this total service element is now, in many sectors of commerce, eclipsing the product itself. In the minds of consumers, service differentiates resellers who have otherwise identical products for sale. Service is a prime means of differentiating oneself in the market, but service depends on people. For them to function effectively they need to be empowered, to be delegated with the authority to deal with problems that arise at the customer interface. Being able to offer quality service is a prime determinant of long-term profitability, but it means that the company has to be fully integrated in its objective, that everyone accepts and is prepared to work towards the aim of excellence in service and that this is the message that will be communicated to the media through traditional advertising and also, one hopes, word of mouth. Service quality will depend upon the level of representation the company has in the foreign market, whether it is directly controlled or third-party. Level of representation and customer care policy should be incorporated into any agreement signed with a distributor or agent.

First and foremost, before any further discussion can take place, is the need for market research that identifies the wants and needs of the populace. There is an important distinction between 'wants' and 'needs', and the marketer who is able to exploit this successfully has a great deal to gain. In any purchase decision, one characteristic will generally be traded off against another. For example, consumers want a comfortable, reliable car which will accommodate the family, is inexpensive to run and maintain, and falls within their price range. More than one characteristic here may be traded against another. However, before examining individual consumer choices, we have to establish whether the market at large is viable. Basically, there are three elements to consider: