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国际营销战略教程

INTERNATIONAL MARKETING
STRATEGY

ISOBEL DOOLE
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CHRIS PHILLIPS



世界财经与管理教材大系



东北财经大学出版社

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International Marketing Strategy Analysis, Development and Implementation

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出版者的话

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！

东北财经大学出版社

1998年4月

International Marketing Strategy

This major new text explains and analyses the key strategies and techniques in international marketing from identifying and analysing opportunities to their strategic development and implementation. It combines a strong theoretical underpinning with many practical examples spread throughout the text, and it features detailed cases that integrate these concepts and illustrate their managerial implications.

The authors look at a range of industries from the service sector and consumer products to heavy industry and new technologies, across a range of countries from Europe, America, Australasia and Africa. They consider both individual consumers and business to business marketing and tackle growing issues such as ethics, culture and newly emerging markets in the international marketing environment.

This book has been carefully designed to lead the reader through the topics and is divided into three parts. Each part offers:

- learning objectives
- boxed illustrations
- discussion questions
- a specially focused issue
- cases with questions and comments
- a special focus case
- summary cases with questions and comments

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 of marketing and management.

Isobel Doole is Senior Lecturer in Marketing at Sheffield Business School. Robin Lowe is Senior Lecturer in Marketing, also at Sheffield Business School. The late Chris Phillips was Associate Head of the European Business Centre, Nottingham Business School and Senior Examiner of the Chartered Institute of Marketing.

Foreword

My philosophy about the provision of marketing education is that courses of study should aim to provide added value by combining a rigorous study of the techniques, principles and concepts of marketing with application in relevant areas of marketing practice. If this philosophy is followed then it should enable students to develop their work place performance by taking an objective, rigorous, analytical approach to marketing decision making. The new Syllabus 94 for the Chartered Institute of Marketing Diploma examination programme, for which I am the chief examiner, is being operationalised to meet this fundamental philosophy of marketing education.

In my view, students of marketing should be exposed to a range of theoretical techniques which are treated critically and from which the student can select the most appropriate for use in particular practical marketing situations.

With the above points in mind, it is a particular pleasure for me to be asked to contribute a foreword to this book. The authors are all long-established teachers of marketing in well regarded business schools. Between them they have a wealth of experience of presenting high quality marketing programmes which combine theory with practice. This book benefits from that experience. Besides being particularly appropriate for the CIM Diploma programme, the book should also be relevant to final year undergraduate and masters level courses in marketing, including MBAs.

The content of the book combines marketing theory with relevant up-to-date case studies from across the world. Thus the concepts, principles and techniques of international marketing can be applied in a variety of different situations by using material from this book. International marketing can be a difficult subject to study without expert guidance. This book provides expert guidance in a readable and up-to-date form. I am very pleased to commend it to you as chief examiner of the Chartered Institute of Marketing.

Trevor Watkins
Deputy Vice-Chancellor
South Bank University, London
Chief Examiner, Chartered Institute of Marketing

Preface

Over the past decade interest in international marketing has grown considerably. It has become evident both to companies and to countries that they need to become more involved and more expert at marketing their products and services around the world.

In a world in which change is becoming more and more significant we felt it important to write *International Marketing Strategy* using material that is as up-to-date as possible. We have included as much material as we could from the 1990s. Inevitably changes will continue. For example, since writing, it has been announced that GATT will change into the World Trade Organisation (WTO).

This book has been written specifically for those readers who are preparing for the new Syllabus 94 of the Chartered Institute of Marketing. This major revision by the CIM has provided a more strategic focus upon international marketing. We are familiar through our teaching and as examiners with the detailed requirements of the CIM. We have also benefited from our European, Australian and Asian visits and teaching assignments which have enabled us to view at first hand some of the exciting developments in international marketing. In writing this book we have aimed to use academic concepts, models and theory in an applied way. We feel, therefore, that this approach makes the book suitable for the CIM Diploma and those following final year undergraduate or postgraduate programmes in international marketing strategy, as well as international marketers who wish to continue their professional development.

How to use the book

The book has been structured around three distinct parts of the international marketing strategy process. This is shown opposite:

Part I Analysis

Aims to generate an understanding of the concepts of the international marketing process and the international environment within which companies operate. Through this understanding, the identification and analysis of market opportunities in non-domestic markets is developed.

**Part II Development of international marketing strategies**

Aims to develop an understanding of the concepts of marketing strategy and planning within an international context and to identify the strategic options available for market entry and the selection and development of product policy.

**Part III Approaches to implementation**

Aims to present a balanced view of the importance of strategic choice and of tactical detail in implementation and to promote an understanding of the significance of adaptation and standardisation for international marketing success.

Each part of the book contains four chapters developing the main issues in that area of the process. The elements of each part and of each chapter are shown below:

Each part contains:

- Aims and objectives
- Learning outcomes
- Case studies, based upon the CIM mini-cases in international marketing
- A special focus, an in-depth review of an area of special interest

Each chapter contains:

- Concepts, models and techniques appropriate to the part of the process concerned
- Boxed illustrations of international marketing
- Discussion questions – to test and to apply your understanding

The division of the book into twelve chapters make the book suitable for delivery in the increasingly popular semester length course.

In addition to *International Marketing Strategy* extra materials will be available through a dedicated teacher's manual and other specific learning materials to enable teachers and students to use the textbook in a variety of specific ways to enhance their own understanding of international marketing strategy.

Acknowledgements

We would like to acknowledge the generous support of the Chartered Institute of Marketing in permitting the use of CIM mini-cases taken from past examination papers of International Marketing from the Diploma in Marketing and also the use of exam questions, which form the majority of the discussion questions used at the end of each chapter.

Inevitably in such a large task as the writing of this new textbook in international marketing strategy we have had the help and support of many institutions and many people. We would like to thank Nottingham Business School, Sheffield Business School and Victoria University, Melbourne, Australia for their support and encouragement. Paul Forster, then of EURORSCG, Donatella Palazzoli and Michelangelo Tagliaferri of Accademia di Comunicazione, Milan and many other people have provided advice, material and inspiration. We would like to thank the many people, around the world, who over the past two years have contributed to the typing of the manuscript.

We would like to thank our students, from many countries, and practising managers in international marketing, who over the years have shaped and influenced our view of international marketing strategy.

We are grateful to our publishers, Routledge, for the encouragement and professionalism with which Francesca Weaver and the team of people involved have turned our manuscript into its finished form. This has added substantially to the quality of the finished book.

CJP, ID, DRL
July 1994

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