

高等教育“十二五”规划教材



国际市场营销

International Marketing

主 编 高 杰 副主编 王志华 谢印成 刘 凡



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内 容 简 介

本书采用英文撰写,主要服务于各高校市场营销专业和国际贸易专业学生的双语课教学。教材内容涵盖了近年来国际营销的相关理论,罗列了大量国际营销的实践案例,并结合我国企业的国际营销实践对相关问题进行了探讨,为配合教学工作的开展,在每个章节的开始部分给出了章节的主要内容,在每个章节的结束部分给出了相关的案例、总结以及需要学生进行练习的习题,从内容上讲基本上覆盖了国际营销的主要方式以及操作国际营销所需要具备的主要条件和操作过程中需要解决的主要问题,并给出了相关的策略和方法,力图使学生在学习了本门课程以后可以掌握一种操作国际营销的技能。

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前 言

在经济全球化背景下,企业经营活动的国际化日益成为一种广泛的现象,企业要想在激烈的市场竞争中博得一席之地,参与国际市场营销将成为一种必然趋势。特别是信息和交通技术的高度发展使得国家、企业的经济活动跨越国界成为常态,并形成了超越民族国家地理疆域的全球大市场。国际市场营销在解决国内市场容量相对饱和、企业经营规模扩大、产品生命周期缩短等重大企业经营问题过程中具有不可替代的重要作用。

此外,在当今世界政治和社会环境复杂多变、世界金融危机远未消除的背景下,也迫使企业经营活动向国际化发展。一方面,政治和社会环境复杂性的增加要求将企业经营分散在许多国家进行,以分散企业风险,避免因某一国环境的剧变导致企业蒙受重大损失;另一方面,环境的复杂性要求企业深入各国市场,充分研究了解各国市场环境,紧密结合当地市场情况进行生产和销售。这样才能保持其在各国的市场地位,避免或减少由于各国政策变化给企业带来的负面影响。由此可见,参与国际市场营销是当今世界经济、市场和企业发展的必然要求。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。

本书阐述了国际市场营销的基本理论、基础知识和操作方法,由国际市场营销概述、国际市场营销环境分析、国际市场营销战略、国际市场营销策略组合四个部分共12章内容构成,重点阐释普遍适用于各国或地区的国际市场营销分析框架,突出国际市场营销跨文化环境分析,增添了全球环境分析、区域环境分析及东道国环境分析框架和方法。随着中国经济的快速成长以及中国经济对世界经济发展的影响力日益扩大,本书强调从中国视角分析国际市场营销问题,探讨国际企业在中国市场的营销策略组合,以增强读者对中国企业国际市场营销的认识和思考。

本书主旨在于训练国际市场营销基本分析框架及思维路径的形成,同时服务于高校的双语教学,因为采用全英文形式编写,可以使学生在参与本课程的学习中不仅学到专业知识,同时通过教师的英文讲解和阅读教材内容提高自己的英文水平。本书强调理论性与实践性相结合,适合作为高等学校国际经济与贸易、市场营销、工商管理等专业本科生、研究生 MBA 教材,也适合作为政府、企业相

关人员，尤其是外贸人员的培训教材。

参与本书编撰的作者长期从事经济科研和双语教学工作，一直希望编撰一部适合我国高校本科生英文水平的双语课程教材，以提高双语课程教学质量，经过数年的艰苦努力终于完成了这项工作。本书共分为 13 章，其中第 1 章和第 2 章内容由高杰编写，第 3 至第 6 章内容由刘凡编写，第 7 至第 9 章内容由谢印成编写，第 10 至第 12 章内容由王志华编写，全书的校对及总撰工作由高杰负责。

本书获得江苏技术师范学院教材基金资助。在本书的写作和出版过程中，得到保罗·金森教授和北京交通大学出版社编辑郭碧云女士的指导和支持，在此表示感谢！本书参阅了大量国内外教材、著作、报刊及各类媒体报道，如有遗漏未列出的参考文献，敬请作者谅解，并在此表示感谢！对于多年来一直给予我们支持和帮助的老师、学生、领导、朋友、同事及家人，表示感谢！

编者

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Contents

Chapter 1 International Marketing Overview	1
1.1 Concept analysis	2
1.2 The basic characteristics of multinationals	4
1.3 Reasons for globalization	8
1.4 Explosive growth	9
1.5 Recent developments	12
1.6 Domestic marketing and international marketing	13
Chapter 2 Why and How to Enter Foreign Markets	21
2.1 Volume of trade	23
2.2 Major trading partners	26
2.3 Trade barriers analysis	28
2.4 Foreign direct investment	36
2.5 Reasons for investing overseas	40
2.6 How to enter a foreign market	51
2.7 Foreign manufacturing	53
Chapter 3 Economic and Social Economic Forces	64
3.1 Different economic development stages	64
3.2 The importance of the economic data	67
3.3 Trading environment	71
3.4 Dimensions of the economy	75
3.5 Socioeconomic dimensions	83
Chapter 4 Social Cultural Forces	91
4.1 Social cultural forces overview	91
4.2 Culture affects all business functions	93
4.3 Significance to businesspeople	101
4.4 Material Culture	103

4.5	Brain drain	109
4.6	Language	111
4.7	Societal organization	120
Chapter 5	Political Forces	128
5.1	The international political relationship	129
5.2	The stability of the government's policy	133
5.3	The different political system	134
5.4	Reasons for nationalization	137
5.5	Some famous political organizations of the world	141
5.6	The political risk	143
5.7	CRA procedures	145
Chapter 6	Legal Forces	150
6.1	The types of the legal system	150
6.2	How does the law of host countries influence your international marketing mix	153
6.3	Taxation	156
6.4	Complexity of tax laws and regulations	158
6.5	Tariffs, quotas, and other trade obstacles	162
6.6	Product liability civil and criminal	163
6.7	Miscellaneous laws	166
6.8	Patents, trademarks, trade names, copyrights, and trade secrets —intellectual properties	169
Chapter 7	International Marketing Strategy	180
7.1	The nature of strategy	181
7.2	How to understand the traits of the strategy	183
7.3	The hierarchy of company strategy	185
7.4	Marketing strategy	188
7.5	Characteristics of the marketing strategy	189
7.6	International marketing strategy	191
7.7	Formulating procedures for an international marketing strategy	201
7.8	Making strategic objectives	204
7.9	Analysis about current business portfolio	207
Chapter 8	Market Assessment and Analysis	220
8.1	International marketing information and information systems	222

8.2	The contents and procedures for international marketing research	230
8.3	Final selection of new markets	240
8.4	The procedures of the international marketing research	245
Chapter 9	Product Strategy	249
9.1	Standardization, adaptation, or completely different	252
9.2	Product strategy overview	253
9.3	The product life cycle and product strategy	258
9.4	The new product development strategy	261
9.5	Foreign environmental forces	273
Chapter 10	Promotion Strategy	283
10.1	Concept understanding	286
10.2	Advertising	288
10.3	Personal selling	299
10.4	Sales promotion	304
10.5	Environment constraints for international promotion	311
10.6	Public relations	313
Chapter 11	Pricing Strategy	317
11.1	The factors influencing international pricing decisions	321
11.2	How to price your products	324
11.3	Basic pricing strategies for international marketing	328
Chapter 12	Distribution Strategy	338
12.1	The factors influencing distribution channels	342
12.2	Functions and types of distribution channels	344
12.3	Interdependence of distribution decisions	346
12.4	Channel options and problems	347
12.5	Foreign environmental forces	351
12.6	Channel selection	354
12.7	How to select your teammates	355
Practice Tests I		362
Practice Tests II		365
参考文献		369

Chapter 1 International Marketing Overview

Concept preview

After reading this chapter, you should be able to

1. Appreciate: the concepts of market and marketing.
2. Understand: the significance of the globalization for multinationals.
3. Distinguish: the differences between domestic marketing and international marketing.
4. Comprehend: the characteristics of world-famous companies.
5. Describe: how the Chinese forces influence international marketing.

By now, the integration of the global economies has become an irresistible trend and multinational companies are playing a more and more important role in the real world. All countries pay more attention to the export and import, foreign investment, labor cooperation, technology transfer and other international economic activities. And all of the countries including developed and developing countries try their best to occupy the foreign resources to promote their economic growth. As one of the most important methods, international marketing has become the major way for most companies to take up the global division and most of the countries have harvested the huge benefits through taking international marketing. Especially, one of the most important reasons for China to make the great economic achievement is the Reform and Opening-up Policy.

However, it is a question for lots of the Chinese companies to use their advantages to develop foreign markets. As a matter of fact, most of the Chinese companies lack enough experience and marketing skills when they want to develop foreign markets. This is why they have to study the relevant knowledge about international marketing. With the world's economic development, various global resources are integrated by multinationals and governments. "Going global" and finding new marketing

opportunities in the global market have become a very important measures for lots of companies to expand their business. It is inevitable for the Chinese companies to utilize the international market to develop their business if they want to be famous enterprises of the world. So it is very necessary for us to study how to develop the international market and how to defeat our competitors in the global market.

In this book we will discuss some questions about the international marketing and try to tell the readers how to integrate various resources when they take international marketing.

1.1 Concept analysis

As the change to a new discipline, international marketing was formed in the 1960s, improved in 1970s, and established its international position in 1980s. Since 1970s, business colleges in America began to take international marketing as their major course and the systematic study about the international marketing became one of the most important subjects for economists. With deep research, the theoretical system of international marketing was formulated gradually.

Before discussing the questions about international marketing, we should understand “what is market” first. The word “market” derives from the Latin *mercari* meaning “to buy or trade” and the infinitive finds its roots in *merx*, which means “goods”.

The “market” lies in which goods or services may be sold or traded. Nowadays, it can range from a simple open-air exchange of farm products to a description of an entire economy, like the European Market, or a nebulous commercial function like the stock market. The term also covers specific ethnic, cultural, religious, national, political, or social groups. People may purposefully group themselves together as market (e. g. , NAFTA) or they may come together by circumstantial default (e. g. , adults 21 to 30 years old). And all markets can be subdivided or segmented into smaller and smaller groups. In general, if you move your products from the domestic market to the foreign market, -you are taking the international marketing.

As a matter of fact, lots of people define the concept with different methods. Especially, marketing is very different from the market. Marketing is the process of the operation and management, and lots of people give the different concepts, for example, some people think the marketing is the process that the company get profits with their resources, others think the marketing is the process that the enterprises beat their competitors in the real world, and Philip Kotler said “Marketing is the sum of all of the social relationships.”

The authors think it is not very important to give an exact definition for “marketing”, because it is a new word, which derived from America in 1960s. But we should understand the characteristics of the concept.

1. Marketing is the activity of innovation

This means marketing needs the marketers to use their ability and wisdom to make profits for the company and it is impossible for any companies to occupy the market for a long time if they don't take any innovation in the fields of production, promotion, price or distribution. All of the famous and outstanding companies in the world base their market position on innovation without exception.

For example, Dell has become the famous IT company because it has created the direct-sell model; Haier has become the most famous home appliance brand in China depending on its service system, Nokia has become the first brand in the mobile phone for a long time because it introduced at least 3 types of new mobiles in just one month and Apple can beat Nokia to become the first brand mobile phone in today's market just because of its advanced technology. So marketing is a creative activity, it is impossible for any companies to defeat their competitors if they don't take innovation. Moreover, the international market is more complex than domestic market. It requires the managements to take innovation in all of the aspects of marketing.

2. Marketing is the process to satisfy the demand of consumers

All managements must understand that the goal of every company is to make profits, and if you want to reach it, the first question you have to face is how to satisfy the demand of your consumers and it is the only way for you to make money in the real world.

With social and economic development, the consumer's demands change constantly, and the basic mission for the managements is to study your consumers and make your products or services satisfy their demand. Of course, it is not very easy, especially when you want to study the foreigner's consumption habits or other factors influencing their behaviors, you have to face different languages, different income level, different regulations, etc. This is why international marketing is more complex than domestic marketing.

3. Marketing is the process of the management

Management plays the most important role in any marketing process, whether domestic or international marketing and all of the marketing goals should be reached by management, including the resource integration, product manufacture, product sales, promotion, and the study of market environments. Excellent management is essential for any companies to win the market, especially for multinational companies. Any success in marketing is based on the outstanding management. For example, as one of the most famous multinationals, GE is the most successful company in the world, and

the most important reason is that it occupied the world market with the strong management resources.

4. Marketing is the bridge between the society and enterprises

The goal of marketing is to make money for the companies. Marketing is a process, any companies must sell their products or services to their consumers to achieve their value. However, it is not very easy, because manufacturers have to try their best to persuade consumers to buy, and all of the products should be supervised by the authorities and public. That means the managers not only have to contact the consumers and show the advantages of their products to them, but also have to understand the relevant policies and the public value. At the same time, they have to utilize various media to introduce their products or establish the brand name in consumer mind. All of the above require the managers to take various marketing methods to reach the goal. This is why marketing is the bridge between the society and enterprises.

5. Marketing is the unique activity for human beings

Adam Smith said: "Nobody saw two dogs were exchanging their bones in the world." The sentence means only people can take marketing activities and if you want to win the market, you have to deal with different relationship and analyze different situation. Another important content for marketers to study is the "demand" of consumers. As a matter of fact, the consumer's demand is the greatest force to lead the market; the excellent companies always pay more attention to demand than supply, and it is another reason for them to succeed in the marketplace.

1.2 The basic characteristics of multinationals

Beyond all question, international companies are playing the major role in international marketing. However, how to define the international company is a theoretical question. International marketing, like other fields of study, has its own terminology. To assist you in learning the special terminology and understanding the important contents of the book more easily, we have listed the most important terms at the end of each chapter.

Multinational, global, international and transnational

For international companies, as with any new disciplines, definitions of a number of words vary among users. For example, some people use the words "world" and "global" interchangeable with "multinational" to describe a business with widespread international operations; but others define a global firm as one that attempts to standardize operations in all functional areas but that responds to national market

differences when necessary. According to this definition, a global firm's management:

(1) Searches for market opportunities in the world, threats from competitors, sources of products, raw materials, and financing, personnel. In other words, it has global vision. For those international managers, the basic qualification is to possess the global vision. If you can not integrate your resources in the world, it is impossible for you to reduce your costs less and take the advantageous position in the world market.

(2) Seeks to maintain a presence in key market. Market exists everywhere, but is different from one place to another, one of the most important for the international managers is to find out the most efficient market for your company, because the market can not only make profits for the company, but also can create the great brand or image for the company.

(3) Looks for similarities, not differences, among markets. This is because all of the marketing operation requires the companies to invest the resources and familiar markets can reduce the expenditures for the company and make the operation easier.

Those who use global in this sense define a multinational company as a kind of holding company with a number of overseas operations, each of which is left to adapt its products and marketing strategy to what local managers perceive to be unique aspects of their individual markets. Some academic writers suggest using terms such as multidomestic and multilocal as synonyms for this definition of multinational. You will also find those who consider Multinational Corporation to be synonymous with multinational enterprise and transnational corporation.

The United Nations and the governments of most developing nations have been using transnational instead of multinational to describe a firm doing business in more than one country. Some academic writers have employed the term for a company that combines the characteristics of global and multinational firms.

(1) Trying to achieve economies of scale through global integration of its functional areas.

(2) Being highly responsive to different local environments (a newer name is multicultural multinational).

Businesspeople, though, usually define a transnational as a company formed by a merger (not a joint venture) of two firms of approximately the same size that are from different countries. Example, Unilever (Dutch-English), Shell (Dutch-English), Azko-Enka (Dutch-German), and ABB, a merger of ASEA (Swedish) and Brown-Bovari (Swiss).

Definitions used in this text

In this text, we will employ the definitions listed below, which are generally accepted by businesspeople. Although we primarily use the terms such as "global,

multinational, and international firms or companies”, at times we may use “multinational enterprise” interchangeable with international company inasmuch as both terms are employed in the literature and in practice.

(1) International marketing is business whose activities involve crossing national borders. This definition includes not only international trade and foreign manufacturing but also the growing service industry in such areas as transportation, tourism, banking, advertising, construction, retailing, wholesaling, and mass communications. In a word, if you take your business from domestic market to a foreign one, you are taking international marketing.

(2) International marketing denotes the domestic operations within a foreign country. This term is sometimes used interchangeably with international business by some writers.

(3) Multinational company is an organization with multicountry affiliates, each of which formulates its own marketing strategy based on perceived market differences.

(4) Global company is an organization that attempts to standardize operations worldwide in all functional areas.

(5) International company refers to both global and multinational companies.

The brief history of international marketing and multinationals

While international marketing as a discipline is relatively new, international marketing as a business practice is not. As a matter of fact, human took international business in early century. For example, the famous “silk road” appeared in Han Dynasty. Of course, the past international business was very different from the present.

According to the foreign history, before the time of Christ, Phoenician and Greek merchants were sending representatives abroad to sell their goods. In 1600s, the British East India Company, a newly formed trading firm, established foreign branches throughout Asia. At the same time, a number of Dutch companies, which had organized in 1509 to open shipping routes to the East, the Dutch East India company also opened branch offices in Asia. American colonial traders began operating in a similar fashion in the 1700s.

Early examples of American foreign direct investment were the English plants set up by Colt Fire Arms and Ford, which were established before the Civil War. Both operations failed, however, after only a few years.

The first successful American venture into foreign market was the Scotch factory built by Singer Sewing Machine in 1868 and most scholars admit that it is the signal of the multinational company. By 1880, Singer had become a worldwide corporation with an outstanding foreign sales organization and several overseas manufacturing plants. Other firms soon followed, and by 1914, at least 37 American companies had

production facilities in two or more overseas locations.

Among those firms already established overseas were National Cash Register, with manufacturing plants in Europe; Parke-Davis, with a plant near London; and Ford motor company, which had assembly plants or distribution outlets in 14 countries. General motors and Chrysler soon followed afterward, so that by the 1920s, all three companies had sizable foreign operations. Another early overseas investor was General Electric, which, by 1919, had plants in Europe, Latin America, and Asia. Other investors included American Tobacco, Armour, Coca-Cola, Eastman Kodak, Gillette, Quaker Oats, Western Electric, and Westinghouse.

Although American firms were by far the largest foreign investors, European companies were also moving overseas. Friedrich Bayer purchased an interest in a New York plant in 1865, two years after setting up his plant in Germany. Then, because of high import duties in his oversea markets, he proceeded to establish plants in Russia, France, and Belgium. Bayer, now one of the three largest chemical companies in the world, has operations in 70 countries. Its annual sales in the United States alone are over \$4 billion. Interestingly, Bayer, after many years of trying, was able recently to buy the over-the-counter drug division of Eastman Kodak, present manufacturer and owner of the brand name Bayer aspirin.

From 2005, lots of Chinese companies like PetroChina, Sinopec, Huawei and Haier began to invest in foreign countries. Just in 2010, China's reached over \$50 billion. And it is influencing the world investment structure greatly, with the fast economic development, the trend will be stronger and stronger.

The global foreign direct investment surged from 2003 to 2007, and the total FDI reached near \$2000 billions in 2008, but influenced by the financial crisis, the FDI began to drop from 2009 (Chart 1 - 1).

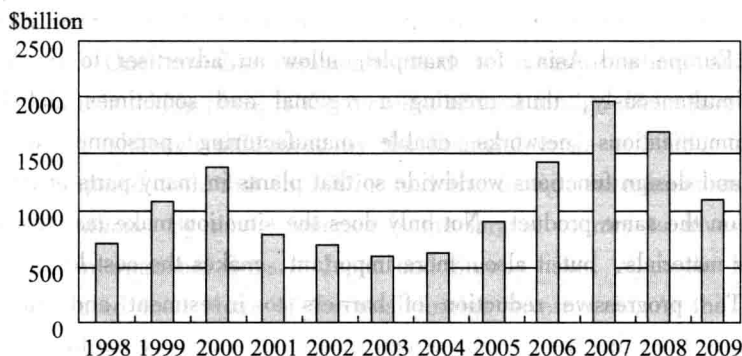


Chart 1 - 1 Total FDI from 1998 to 2009

Although international firms existed before World War I, they have only become the subject of much discussion and investigation after 1970s, especially concerning the

increasing globalization of their production and markets. In another word, globalization promoted the development of FDI vastly.

1.3 Reasons for globalization

With economic development, globalization has become one of the most important forms for the world economy. Particularly, after 2001, China became a member of WTO, relying on its tremendous production ability. It became the most important producer in the world and large sums of the products (made in China) not only changed the life of the people around the world, but also changed the rules of the world trade and investment direction. More and more foreign money entered China and utilized cheap labor and other resources to provide the cheap merchandises for the world. And the situation influenced the world economic structure enormously and promoted the development of the globalization.

At the same time, more and more governments realized that they have to adapt to the globalization trend and take more international cooperation if they want to improve their people's life and get more benefits from international trade and international investment.

Four forces to promote globalization

Four interrelated forces are leading international firms to the globalization of their production and international marketing:

(1) The development of the modern science and technology, especially advances in computer and communications technology permit an increasing flow of ideas and information across borders, enabling customers to learn about foreign goods. Cable systems in Europe and Asia, for example, allow an advertiser to reach numerous countries simultaneously, thus creating a regional and sometimes global demand. Global communications networks enable manufacturing personnel to coordinate production and design functions worldwide so that plants in many parts of the world may be working on the same product. Not only does the situation make management get the cheaper raw materials, but it also, more important, makes the cost less.

(2) The progressive reduction of barriers to investment and trade by most governments is hastening the opening of new markets by international firms that are both exporting to them and building production facilities for local manufacture. Lots of governments realized they had to take the globalization because it is the only way for the country to develop its comparative advantages.

(3) There is a trend toward the unification and socialization of the global

communities. Preferential trading arrangements, such as the north American free trade agreement and the European Union, which group several nations into a single market have presented firms with significant marketing opportunities. Many have moved swiftly to enter, either through exporting or producing in the area. At the same time, lots of countries signed bilateral or multilateral FTA (free trade agreement, example, FTA between China and Southeast Union began to carry out in January 1, 2010). Not only have these agreements promoted the development of world trade, but also accelerated the integration of the world resources. That is to say, more multinational companies can establish their plants in foreign countries.

(4) More and more governments realize the most important mission for them is to promote the economic development and improve the domestic living standard and if they want to reach the goal they have to use foreign resources. Cooperation is the only way to achieve the target.

In general, lots of forces promoted the development of the globalization and all of the factors not only influence various national policies, but they also influence the marketing strategies of international companies. Today, it is very impossible for any company to establish their brand name or become world-famous company if they ignore the effect of the globalization and it is the only way for them to take the global competition if they want to win the markets. Another word, the globalization influences and changes the rules of the world business and the regulations of the international companies.

1.4 Explosive growth

Since China became a member of WTO in 2001, the world trade achieved an explosive growth. One variable commonly used to measure where and how fast internationalization is taking place is the increase of total foreign direct investment.

For example, although influenced by the financial crisis in 2008, Chinese FDI grew 27.3% compared with that in 2007, and the foreign investment in actual use reached \$92.4 billion. By now, America is the largest country to invest in foreign markets and the international firms in Japan and Europe have, since the beginning of the 1980s, increased their share of the total foreign investment. At the same time, China, as a emerging exceeded country, invested over \$50 billion in 2010 and its total export-import volume broke out \$3000 billion in 2010 since 2009, it has become the largest exporting country in the world.

By now, America is the most important market for foreign investors and it can hold about \$170 billion foreign money every year and international firms coming from the