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INTERNATIONAL BUSINESS CLASSICS

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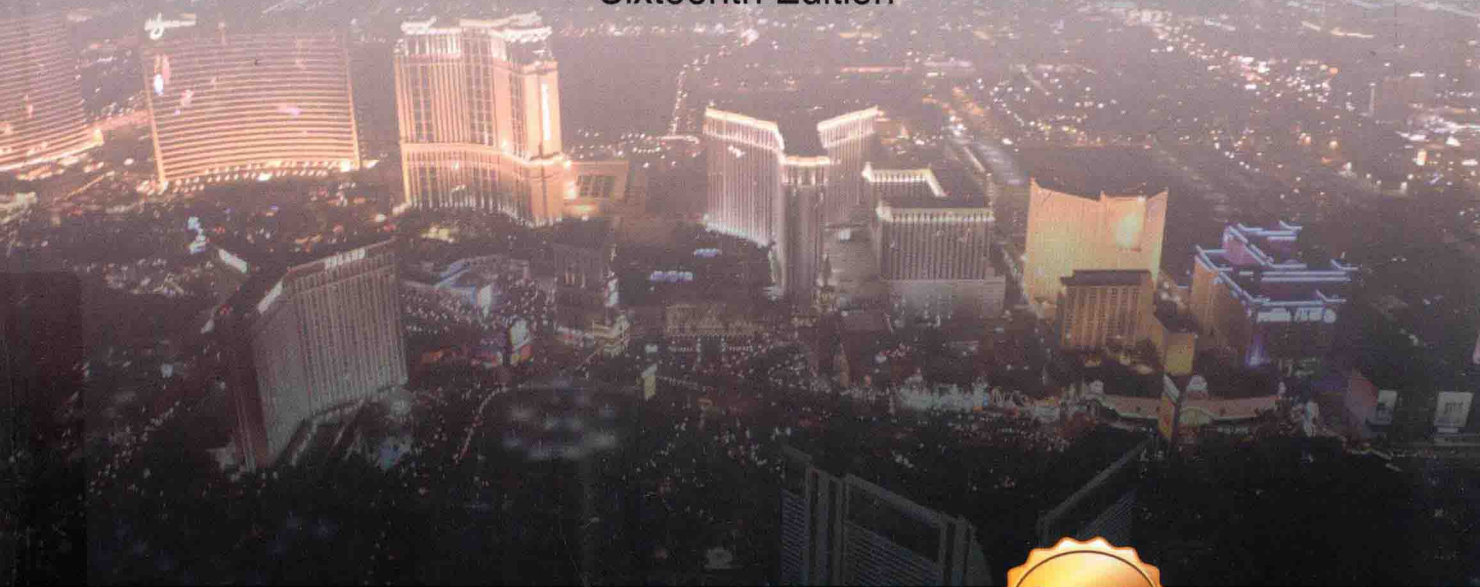
国际营销

英文版 · 第16版

菲利普·凯特奥拉 (Philip R. Cateora)
[美] 玛丽·吉利 (Mary C. Gilly) 著
约翰·格雷厄姆 (John L. Graham)
崔新健 改编

INTERNATIONAL MARKETING

..... Sixteenth Edition



 中国人民大学出版社



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出版说明

随着经济全球化的深入发展,国际贸易、投资和商务活动日益频繁,企业不可避免地要应对来自全球范围的更加激烈的竞争。与许多跨国公司相比,我国企业在国际化环境下成功运作的经验不足,国际化经营水平还比较低。更重要的是,我国国际商务专门人才极度短缺。

适应经济发展的要求,加速国际商务专门人才的培养和培训,已成为我国高等院校面临的紧迫任务。2010年,经国务院学位委员会批准,在部分高校设立国际商务硕士专业学位;2012年,教育部颁布了《普通高等学校本科专业目录(2012年)》,将国际商务专业从目录外专业调整为基本专业。

顺应这一教育发展趋势,中国人民大学出版社在成功出版“工商管理经典译丛”的基础上,精心策划并适时推出了“国际商务经典译丛”(翻译版)和“国际商务经典教材”(英文版)两套丛书。丛书所选书目,都是国际知名教授所著的经典教材,经过长期教学实践检验,多次再版且畅销不衰,被许多国家的著名大学和专业经管院校采用,包括查尔斯·希尔的《国际商务》、托马斯·普格尔的《国际贸易》和《国际金融》、沃伦·基根的《全球营销》等。

在引进和出版这两套丛书的过程中,我们力图基于目前国际商务专业的核心课程,兼顾企业国际化经营的实际需要。我们希望,通过政府相关部门的大力支持,通过教育机构、高等院校对企业需求和学科发展的关注,通过学生在学习过程中的积极努力和反馈,以及通过像中国人民大学出版社这样一批职业出版人的不懈追求,最终促进我国管理教育国际化的发展、我国企业国际竞争力的提升以及具有全球视野的国际商务专门人才的成长。

愿我们出版的这两套丛书,能对读者在系统学习国际商务基本理论知识、改善自身国际商务实践、全面提升自己的英语表达和跨文化沟通能力等方面有所助益。

中国人民大学出版社

改编者的话

在经济全球化背景下，国际化经营已成为每一家中国企业所面临的挑战，这一挑战源自国内市场竞争的国际化和国际市场竞争的无边界化两个层面，国际市场营销是企业迎接这一挑战所应必备的利器。自1993年以来，中国吸收外资流量长期位居发展中国家之首、世界第二，吸收外资存量已超过8 000亿美元；与此同时，中国企业走出去的步伐在加快，联合国贸发会议《2011年世界投资报告》显示，2011年中国对外直接投资分别占全球当年流量、存量的4.4%和2%；流量位居按全球国家（地区）排名的第6位，存量位居第13位。这些无疑表明了学习和掌握国际市场营销知识的紧迫性。

由菲利普·凯特奥拉、玛丽·吉利和约翰·格雷厄姆合著的《国际营销》，从1971年第1版推出到2013年第16版，经过不断修订和充实，框架体系日臻完善，内容丰富多彩，是该领域颇具影响的权威教材。该书第12版于2005年在国内推出改编版后，已为许多著名大学所采用，取得了良好的教学效果。

该书突出了营销环境尤其是文化因素对国际市场营销的影响，并阐述了普遍适用于任何国家或地区的国际市场营销分析框架。主要特色有：第一，各章体例的设置包括学习目标、小结及练习题，由此突出了学习重点和用于复习掌握知识点的训练。第二，各章都以“全球视角”专栏引出正文，全球视角专栏中的实例不仅具有实时性，而且突出了阐述的主题。第三，各章都有数个“跨越国界”专栏，这些具有独特性、幽默性和趣味性的事例生动地展示了现实世界，既有助于加深对有关概念的理解，又有助于加深对文化差异的理解。第四，提供了“国家手册”和“案例”作为补充材料。“国家手册”一方面提供了针对某一国际市场进行营销的分析、计划和实施的架构，另一方面有助于读者对全书内容有系统性回顾与整体性把握。案例教学有助于丰富教学方法并提高学生运用所学知识分析与解决问题的能力。第五，提供丰富实用的教辅支持，包括教师教学指南、课堂演示幻灯片、录像以及实时事件和附加资源的网址。该书第16版在保留已形成的主要特色的基础上，更强调21世纪国际营销面临的新课题——“对先进技术和创新的需求、消费者满意的价值水平、大型新兴市场（BEM）、企业社会责任、绿色营销、营销渠道结构演变”等，并根据最新学术成果和新闻事件，对上一版内容作了较大程度的更新，包括各章节正文、图表和案例。

为了使该书更加适合我国高校相关专业“国际市场营销学”的教学需求，考虑到我国高校相关专业的课程体系、教学大纲、课程学分与课时及学生对教材价格的要求，改编者根据多年使用该原版教材的

教学经验和改编经验^①，在充分保证该书的系统性和特色的前提下，仅对部分内容进行改编。^②中国读者阅读本书本身也是一个跨文化碰撞的过程。为此，本书改编奉行“思想上全球化，行动上本土化”（Thinks globally and acts locally）这一国际市场营销的核心指导理念，改编后将英文版6篇19章缩减为4篇15章。主要改编依据及内容如下：

一是根据学生可设的先修课程或相关课程，删除了原书中可能与这些课程重复的内容。具体来说，删除了原书第2章、第9章、第10章、第11章中有关国际贸易、发展中国家的部分内容，重新组合为本书第2章，重点介绍三大国际组织、三大区域集团和发展中国家的市场营销问题。

二是保持原书始终围绕营销职能主线阐述的框架，删除了相对独立的内容，删除了原书第19章国际谈判。

三是根据学生的知识结构和教学需要，删除了部分典型以美国视角来阐述的内容。删除了原书第7章有关“美国法律在东道国的应用”的内容、第11章中大幅增加的“有关中国及其区域市场分析”的内容，以及原书的个别“跨越国界”专栏和图表。

四是根据原书新的变化和出版社的改编要求，这一次改编与前两次改编的明显区别之一是保留了原书第14章“面向企业的产品和服务”，由此可增强体系的完备性。

五是为了降低定价，缩减原书篇幅，在不影响全书结构和风格的前提下，删除了大量的注释、索引、词汇表、地图和部分照片。

六是这一次改编不再包括“案例”，仅列出案例目录，并提供出版公司网址（www.mhhe.com/catalogeora16e），教师可根据需要选用案例。

经过改编，本书适合作为我国高等学校相关专业的本科生、研究生、MBA教学尤其是双语教学的教材，同时也适合作为企业管理人员的培训及自学用书。

本书改编获所主持的国家自然科学基金项目（71073178）的资助；得到中央财经大学商学院博士生导师王巾英教授、南开大学博士生导师冼国明教授、北京理工大学经济管理学院博士生导师王秀村教授、麦格劳－希尔教育出版公司北京代表处李玲女士以及中国人民大学出版社熊鲜菊女士的建议和支持，在此表示感谢！由于本人学识和教学经验所限，改编中难免存在疏漏与不妥之处，敬请各位教师、学生和读者交流指正（电子信箱：xinjiancui@cufe.edu.cn）。

崔新健

中央财经大学商学院

^①崔新健：《外国优秀教材的选择、改编及应用——《国际营销》教材的教学实践》，载《中国大学教学》，2007（3），91～93页。

^②本书改编主要由于篇幅所限进行删减，因此本书（改编版）的个别内容和观点并不代表改编者的认识和理念。

PREFACE*

At the start of the last millennium, the Chinese were the pre-eminent international traders. Although a truly global trading system would not evolve until some 500 years later, Chinese silk had been available in Europe since Roman times.

At the start of the last century, the British military, merchants, and manufacturers dominated the seas and international commerce. Literally, the sun did not set on the British Empire.

At the start of the last decade, the United States had surged past a faltering Japan to retake the lead in global commerce. The American domination of information technology has since been followed by the political upheaval of 9/11 and the economic shocks of 2001 and 2008. China started that decade as the largest military threat to the United States, and at the decade's end, it has become a leading, often difficult trading partner.

What surprises do the new decade, century, and millennium hold in store for all of us? Toward the end of the last decade, natural disasters and wars hampered commerce and human progress. Just in the last two years, we have witnessed the human tragedy and economic disaster of a 1000-year earthquake and tsunami and a nuclear meltdown in Japan; protests and revolutions—the so-called Arab Spring—across the Middle East and North Africa (MENA); widespread economic protests across the developed countries; and the ongoing potential for a financial meltdown in the European Union. The battle to balance economic growth and stewardship of the environment continues. The globalization of markets has certainly accelerated through almost universal acceptance of the democratic free enterprise model and new communication technologies, including cell phones and the Internet. Which will prove the better, Chinese gradualism or the Russian big-bang approach to economic and political reform? Will the information technology boom of the previous decade be followed by a demographics bust when American baby boomers begin to try to retire after 2012? Or will NAFTA and the young folks in Mexico provide a much needed demographic balance? Ten years out the debate about global warming should be settled—more data and better science will yield the answers. Will the economic tsunami of 2008–2009 evolve into something even worse? So far the recovery in the United States has been both tepid and uneven. China's growth is slowing; will the landing be a hard or soft one? What unforeseen advances or disasters will the biological sciences bring us? Will we conquer AIDS/HIV in Africa? Will weapons and warfare become obsolete?

International marketing will play a key role in providing positive answers to all these questions. We know that trade causes peace and prosperity by promoting creativity, mutual understanding, and interdependence. Markets are burgeoning in emerging economies in eastern Europe, the Commonwealth of Independent States, China, Indonesia, Korea, India, Mexico, Chile, Brazil, Argentina, and across sub-Saharan Africa—in short, globally. These emerging

economies hold the promise of huge markets in the future. In the more mature markets of the industrialized world, opportunity and challenge also abound as consumers' tastes become more sophisticated and complex and as the hoped for rebound in purchasing power provides consumers with new means of satisfying new demands.

With the recent downturn in the industrialized countries and the continued growth in emerging markets has come a new competitive landscape, one vastly different from that earlier period when U.S. multinationals dominated world markets. From the late 1940s through the 1960s, multinational corporations (MNCs) from the United States had little competition; today, companies from almost all the world's nations vie for global markets. Fareed Zakaria reported:

“During the last two years, 124 countries grew their economies at over 4 percent a year. That includes more than 30 countries in Africa. Over the last two decades, lands outside the industrialized West have been growing at rates that were once unthinkable. While there have been booms and busts, the overall trend has been unambiguously upward. Antoine van Agtmael, the fund manager who coined the term ‘emerging markets,’ has identified the 25 companies most likely to be the world's next great multinationals. His list includes four companies each from Brazil, Mexico, South Korea, and Taiwan (China); three from India, two from mainland China, and one each from Argentina, Chile, Malaysia, and South Africa. This is something much broader than the much-ballyhooed rise of China or even Asia. It is the rise of the rest—the rest of the world.”¹

The economic, political, and social changes that have occurred over the last decade have dramatically altered the landscape of global business. Consider the present and future impact of the following:

- The ever-present threat of global terrorism as represented by the September 11, 2001, attacks
- Major armed conflicts in sub-Saharan Africa and the Middle East
- The potential global recession emanating from the United States
- The emerging markets in eastern Europe, Asia, and Latin America, where more than 75 percent of the growth in world trade over the next 20 years is expected to occur
- The reunification of Hong Kong, Macau, and mainland China, which finally puts all of Asia under the control of Asians for the first time in over a century

¹Fareed Zakaria, “The Rise of the Rest,” *Newsweek*, May 3, 2008.

- The European Monetary Union and the successful switch from local-country currencies to one monetary unit for Europe, the euro, and its apparent fragility
- The rapid move away from traditional distribution structures in Japan, Europe, and many emerging markets
- The shrinking of middle-income households the world over
- The continued apparent weakness of regional market groups such as the European Union (EU), the North American Free Trade Area (NAFTA), the Central American Free Trade Area (CAFTA), ASEAN Free Trade Area (AFTA), the Southern Cone Free Trade Area (Mercosur), and the Asia-Pacific Economic Cooperation (APEC)
- The so far unsuccessful completion of the Uruguay Round of the General Agreement on Tariffs and Trade (GATT) and the creation of the World Trade Organization (WTO)
- The restructuring, reorganizing, and refocusing of companies in telecommunications, entertainment, and biotechnology, as well as in traditional smoke-stack industries around the world
- The continuing integration of the Internet and cell phones into all aspects of companies' operations and consumers' lives

These are not simply news reports. These changes affect the practice of business worldwide, and they mean that companies will have to constantly examine the way they do business and remain flexible enough to react rapidly to changing global trends to be competitive.

As global economic growth occurs, understanding marketing in all cultures is increasingly important. *International Marketing* addresses global issues and describes concepts relevant to all international marketers, regardless of the extent of their international involvement. Not all firms engaged in overseas marketing have a global perspective, nor do they need to. Some companies' foreign marketing is limited to one country; others market in a number of countries, treating each as a separate market; and still others, the global enterprises, look for market segments with common needs and wants across political and economic boundaries. All, however, are affected by competitive activity in the global marketplace. It is with this future that the sixteenth edition of *International Marketing* is concerned.

Emphasis is on the strategic implications of competition in different country markets. An environmental/cultural approach to international marketing permits a truly global orientation. The reader's horizons are not limited to any specific nation or to the particular ways of doing business in a single nation. Instead, the book provides an approach and

framework for identifying and analyzing the important cultural and environmental uniqueness of any nation or global region. Thus, when surveying the tasks of marketing in a foreign milieu, the reader will not overlook the impact of crucial cultural issues.

The text is designed to stimulate curiosity about management practices of companies, large and small, seeking market opportunities outside the home country and to raise the reader's consciousness about the importance of viewing international marketing management strategies from a global perspective.

Although this revised edition is infused throughout with a global orientation, export marketing and the operations of smaller companies are also included. Issues specific to exporting are discussed where strategies applicable to exporting arise, and examples of marketing practices of smaller companies are examined.

New and Expanded Topics in This Edition

The new and expanded topics in this sixteenth edition reflect issues in competition, changing marketing structures, ethics and social responsibility, negotiations, and the development of the manager for the 21st century. Competition is raising the global standards for quality, increasing the demand for advanced technology and innovation, and increasing the value of customer satisfaction. The global market is swiftly changing from a seller's market to a buyer's market. This is a period of profound social, economic, and political change. To remain competitive globally, companies must be aware of all aspects of the emerging global economic order.

Additionally, the evolution of global communications and its known and unknown impacts on how international business is conducted cannot be minimized. In the third millennium, people in the "global village" will grow closer than ever before and will hear and see each other as a matter of course. An executive in Germany can routinely connect via VoIP (Voice over Internet Protocol) to hear and see his or her counterpart in an Australian company or anywhere else in the world. In many respects (time zone differences is a prominent exception), geographic distance is becoming irrelevant.

Telecommunications, the Internet, and satellites are helping companies optimize their planning, production, and procurement processes. Information—and, in its wake, the flow of goods—is moving around the globe at lightning speed. Increasingly powerful networks spanning the globe enable the delivery of services that reach far beyond national and continental boundaries, fueling and fostering international trade. The connections of global communications bring people all around the world together in new and better forms of dialogue and understanding.

This dynamic nature of the international marketplace is reflected in the number of substantially improved and expanded topics in this sixteenth edition, including the following:

- All data, text, pictures, and exhibits have been updated throughout the text. Out-of-date materials have been deleted. Over 100 new academic articles and their findings have been also integrated and cited throughout.
- **Chapter 1** New material on the Arab Spring and economic protests around the world has been added to Chapter 1.
- **Chapter 2** The story of where value is created in the production of the Apple iPod and iPad is told as it helps to overstate the U.S. trade deficit problem with China.
- **Chapter 3** A new Global Perspective on the Philips cook stove has been created, the story about PlayPump has been expanded, and the global demographic disaster of the elderly is discussed in new detail.
- **Chapter 4** New statistics on the lack of global competitiveness of the U.S. educational system predict a decline. A new Crossing Borders box is added on the relationship between genes and culture.
- **Chapter 5** A new Crossing Borders box about time and a new section on corporate social responsibility at Mary Kay and Philips are added.
- **Chapter 6** Data, text, pictures, and exhibits have been updated.
- **Chapter 7** Added a new exhibit on Chinese commercial laws directed at direct selling firms such as Mary Kay.
- **Chapter 8** A scary new story about privacy and data collection is told in a new Crossing Borders box.
- **Chapter 9** A new Crossing Borders box on how Asia is catching the West is added.
- **Chapter 10** New emphasis is placed on the political/economic problems of the MENA region and the across-the-board growth in sub-Saharan Africa.
- **Chapter 11** Data, text, pictures, and exhibits have been updated.
- **Chapter 12** A new Crossing Borders box is added on Izod and Louis Vuitton.
- **Chapter 13** A section describing how diversity yields innovation is added, including data on American/Chinese patents. Also, a two-page layout with pictures on the development of the Philips cook stove for Africa was added.
- **Chapter 14** New pictures and captions.
- **Chapter 15** New pictures and captions.
- **Chapter 16** New Crossing Borders box discussing how the World Wide Web is creating new borders.

- **Chapter 17** A two-page layout with pictures on Mary Kay and sales management is added. Also, new data on cultural differences in sales management practices across eight countries is included in a new exhibit.
- **Chapter 18** A new picture and caption was added about China's price controls on gasoline.
- **Chapter 19** New materials on the topic of inventive international negotiation are included.
- **Three new cases:** (1) new product introductions at Philips and Lego, (2) coping with piracy in China, and (3) Mary Kay in India. Material is also added to a current case about marketing the Jerusalem Olympics. Also, questions about the potential for a new Disney park to serve the MENA region (of course, assuming the political turmoil settles completely in the next decade) are added to the Disney case.

Structure of the Text The text is divided into six parts. The first two chapters, Part 1, introduce the reader to the environmental/cultural approach to international marketing and to three international marketing management concepts: domestic market expansion, multidomestic marketing, and global marketing. As companies restructure for the global economic and competitive rigors of the 21st century, so too must tomorrow's managers. The successful manager must be globally aware and have a frame of reference that goes beyond a country, or even a region, and encompasses the world. What global awareness means and how it is acquired is discussed early in the text; it is at the foundation of global marketing.

Chapter 2 focuses on the dynamic environment of international trade and the competitive challenges and opportunities confronting today's international marketer. The importance of the creation of the World Trade Organization, the successor to GATT, is fully explored. The growing importance of cell phones and the Internet in conducting international business is considered, creating a foundation on which specific applications in subsequent chapters are presented.

The five chapters in Part 2 deal with the cultural environment of global marketing. A global orientation requires the recognition of cultural differences and the critical decision of whether it is necessary to accommodate them.

Geography and history (Chapter 3) are included as important dimensions in understanding cultural and market differences among countries. Not to be overlooked is concern for the deterioration of the global ecological environment and the multinational company's critical responsibility to protect it.

Chapter 4 presents a broad review of culture and its impact on human behavior as it relates to international marketing. Specific attention is paid to Geert Hofstede's study of cultural values and behavior. The elements of culture reviewed in Chapter 4 set the stage for the in-depth analyses in Chapters

5, 6, and 7 of business customs and the political and legal environments. Ethics and social responsibility are presented in the context of the dilemma that often confronts the international manager, that is, balancing corporate profits against the social and ethical consequences of his or her decisions.

We have reorganized Part 3 of the book into four chapters on assessing global market opportunities. As markets expand, segments grow within markets; as market segments across country markets evolve, marketers are forced to understand market behavior within and across different cultural contexts. Multicultural research, qualitative and quantitative research, and the Internet as a tool in the research task are explored in Chapter 8.

Separate chapters on economic development and the Americas (Chapter 9); Europe, Africa, and the Middle East (Chapter 10); and the Asia Pacific Region (Chapter 11) reflect the evolving marketing organizations of many multinational companies in response to the costs of travel and communications across time zones, as well as the steady creation and growth of regional market groups in all three regions. The discussions in all three chapters include details about both established and emerging markets present in each region.

The strategic implications of the dissolution of the Soviet Union and the emergence of new independent republics, the shift from socialist-based to market-based economies in Eastern Europe, and the return of South Africa and Vietnam to international commerce are examined. Attention is also given to the efforts of the governments of China and India and many Latin American countries to reduce or eliminate barriers to trade, open their countries to foreign investment, and privatize state-owned enterprises.

These political, social, and economic changes that are sweeping the world are creating new markets and opportunities, making some markets more accessible while creating the potential for greater protectionism in others.

In Part 4, Developing Global Marketing Strategies, planning and organizing for global marketing is the subject of Chapter 12. The discussion of collaborative relationships, including strategic alliances, recognizes the importance of relational collaborations among firms, suppliers, and customers in the success of the global marketer. Many multinational companies realize that to fully capitalize on opportunities offered by global markets, they must have strengths that often exceed their capabilities. Collaborative relationships can provide technology, innovations, productivity, capital, and market access that strengthen a company's competitive position.

Chapters 13 and 14 focus on product and services management, reflecting the differences in strategies between consumer and industrial offerings and the growing importance in world markets for both consumer and business services. Additionally, the discussion on the development of global offerings stresses the importance of approaching the adaptation issue from the viewpoint of building a

standardized product/service platform that can be adapted to reflect cultural differences. The competitive importance in today's global market of quality, innovation, and technology as the keys to marketing success is explored.

Chapter 15 takes the reader through the distribution process, from home country to the consumer in the target country market. The structural impediments to market entry imposed by a country's distribution system are examined in the framework of a detailed presentation of the Japanese distribution system. Additionally, the rapid changes in channel structure that are occurring in Japan, as well as in other countries, and the emergence of the World Wide Web as a distribution channel are presented. We also have redistributed key material from a previous chapter on exporting logistics to this and other related sections of the book.

Chapter 16 covers advertising and addresses the promotional element of the international marketing mix. Included in the discussion of global market segmentation are recognition of the rapid growth of market segments across country markets and the importance of market segmentation as a strategic competitive tool in creating an effective promotional message. Chapter 17 discusses personal selling and sales management and the critical nature of training, evaluating, and controlling sales representatives.

Price escalation and ways it can be lessened, countertrade practices, and price strategies to employ when the dollar is strong or weak relative to foreign currencies are concepts presented in Chapter 18.

In Part 5, Chapter 19 is a thorough presentation of negotiating with customers, partners, and regulators. The discussion stresses the varying negotiation styles found among cultures and the importance of recognizing these differences at the negotiation table.

Pedagogical Features of the Text The text portion of the book provides thorough coverage of its subject, with a subject emphasis on the planning and strategic problems confronting companies that market across cultural boundaries.

The use of the Internet as a tool of international marketing is stressed throughout the text. On all occasions in which data used in the text originated from an Internet source, the web address is given. Problems that require the student to access the Internet are included with end-of-chapter questions. Internet-related problems are designed to familiarize the student with the power of the Internet in his or her research, to illustrate data available on the Internet, and to challenge the reader to solve problems using the Internet. Many of the examples, illustrations, and exhibits found in the text can be explored in more detail by accessing the web addresses that are included.

Current, pithy, sometimes humorous, and always relevant examples are used to stimulate interest and increase

understanding of the ideas, concepts, and strategies presented in emphasizing the importance of understanding cultural uniqueness and relevant business practices and strategies.

Each chapter is introduced with a Global Perspective, a real-life example of company experiences that illustrates salient issues discussed in the chapter. Companies featured in the Global Perspectives range from exporters to global enterprises.

The boxed Crossing Borders, an innovation of the first edition of *International Marketing*, have always been popular with students. They reflect contemporary issues in international marketing and can be used to illustrate real-life situations and as the basis for class discussion. They are selected to be unique, humorous, and of general interest to the reader.

The book is presented in full color, allowing maps to depict geographical, cultural, and political boundaries and features more easily. Color also allows us to better communicate the intricacies of international symbols and meanings in marketing communications. New photographs of current and relevant international marketing events are found throughout the text—all in color.

The Country Notebook—A Guide for Developing a Marketing Plan, found in Part 6, Supplementary Material, is a detailed outline that provides both a format for a complete cultural and economic analysis of a country and guidelines for developing a marketing plan.

In addition to The Country Notebook, the sixteenth edition comprises a selection of short and long cases located online at www.mhhe.com/cateora16e. The short cases focus on a single problem, serving as the basis for discussion of a specific concept or issue. The longer, more integrated cases are broader in scope and focus on more than one marketing management problem; new cases focus on services, marketing, and marketing strategy. The cases can be analyzed using the information provided. They also lend themselves to more in-depth analysis, requiring the student to engage in additional research and data collection.

Supplements We have taken great care to offer new features and improvements to every part of the teaching aid package. Following is a list of specific features:

- **Instructor's Manual and Test Bank.** The Instructor's Manual, prepared by the authors, contains lecture notes or teaching suggestions for each chapter. A section called Changes to This Edition is included to help instructors adapt their teaching notes to the sixteenth edition. A case correlation grid at the beginning of the case note offers alternative uses for the cases.

The Test Bank is also available on the Online Learning Center for ease of use. The Test Bank contains more than 2,000 questions, including true/false, critical thinking, and

essay formats. Computerized testing software with an online testing feature is also available.

- **Videos.** The video program for the sixteenth edition contains footage of companies, topics videos, and unique training materials for international negotiations. Teaching notes and questions relevant to each chapter in the text are available on the book's website.
- **PowerPoint slides.** This edition has PowerPoint slides for both the instructor and students. The PowerPoint presentation that accompanies *International Marketing*, sixteenth edition, contains exhibits from the text and other sources.
- **Website:** www.mhhe.com/cateora16e. Included on the site are instructor resources such as downloadable files for the complete Instructor's Manual, PowerPoint slides, test bank, and links to current events and additional resources for the classroom. Instructors can also link to PageOut to create their own course website. For students, our site provides links to websites, Cases, an interactive version of the Country Notebook, online quizzing, and chapter PowerPoint Slides.

Acknowledgments The success of a text depends on the contributions of many people, especially those who take the time to share their thoughtful criticisms and suggestions to improve the text.

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A very special thanks to Paul Ducham, Sankha Basu, Heather Darr, Donielle Xu, Bruce Gin, and Jana Singer from McGraw-Hill/Irwin and Jean Smith from S4Carlisle Publishing Services, whose enthusiasm, creativity, constructive criticisms, and commitment to excellence have made this edition possible.

Philip R. Cateora
Mary C. Gilly
John L. Graham

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