Note: The letter(s) ‘e’, ‘gp’ following page number(s) refer to exhibit and global perspective respectively

A
Absolute advantage, 25
ACE. See Anchor contraction effect
Acquisitions, 293–296
expansion via, 294
Lenovo/IBM deal, 295gp
ACTA. See Anti-Counterfeiting
Trade Agreement
Activities of global marketing, 20
coordination across markets, 20
global integration, 20
standardization efforts, 20
Adaptation, 310
Adaptation to products
forces that push toward
consumer preferences, 311
environmental conditions, 312
managerial motivation, 312
strong local competitors, 312
Volkswagen's modular strategy, 313gp
Ad hoc branding meetings, 540
Ad valorem duty, 516
Advertising, 392–395
advertising agency, selecting,
409–411
conflicting accounts, 410
creative reputation, 410
creative talent, 410
desirable image, 410
market coverage, 410
scope and quality of support
services, 410
Size of the agency, 410
and culture, 392–395
cultural barriers, 394
language barriers, 392–394
Advertising campaigns, and
religion, 105
Advertising messages, content of,
407–408
Advertising regulations, 406–409
Advertising Standards Authority
(ASA), 407
advertising targeting children,
408–409
China’s 1995 advertising
law, 406
comparative advertising, 407
content of advertising messages,
407–408
foreign made ads, 407
of ‘vice products’ and
pharmaceuticals, 407
AES. See Automated Export System
Aesthetics, 102–104
car color preferences, 103e
China, 103
Europe, 103
India, 103
Japan, 103
Russia, 103
African Regional Industrial Property
Organization (ARIPO), 162
Agent intermediary, 482
Aggregate segmentation, 209
AGP. See Attitudes toward global
products
Air freight, 463
Alliances, expanding through,
286–292: See also Joint
ventures, expanding through;
Partnerships
cross-border alliances, 287
strategic alliances, 286
Walgreen’s tie-up with Alliance
Boots, 287gp
ALP. See Attitudes toward local
products
Ambush marketing, 414
AMI. See Asia Market Intelligence
Analogy method, 193–194
Anchor contraction effect
(ACE), 188
Anticipatory groups, 102
Anti-Counterfeiting Trade
Agreement (ACTA), 164–165
Antidumping import duties, 516–517
Antidumping regulation and global
pricing, 384–385
minimizing risk exposure to, 384
distribution and communication,
384
service enhancement, 384
source products from countries,
antidumping target, 384
trading-up, 384
Antitrust laws
of European Union, 167
Asia-Pacific Economic
Cooperation (APEC), 167
Foreign Corrupt Practices Act
(FCPA), 167–168
Organization of Economic
Cooperation and
Development (OECD), 167
U.S. Foreign Corrupt Practices
Act of 1977, 167–168
of United States, 165–166
Clayton Act of 1914, 165
Export Trading Company
legislation (ETC Act) in
1982, 166
Federal Trade Commission
(FTC) Act of 1914, 165
Foreign Trade Antitrust
Improvements Act of
1982, 166
Robinson-Patman Act
of 1936, 165
Sherman Antitrust Act
of 1890, 165
APEC. See Asia Pacific Economic
Cooperation
Appropriability regime, 30
Arbitration, 152, 155
ARIPO. See African Regional
Industrial Property
Organization
Arm’s length prices, 382
Asia, marketing to rural customers in,
97gp
language importance, 97gp
Asian Market Intelligence (AMI), 101
Asian financial crisis of 1997–1998,
79–80, 82
and its aftermath, 79–80
South American financial crisis and
its aftermath, 80
Asian financial crisis of
1997–1999, 38
Asian markets’ characteristics, 21gp
Asia-Pacific Economic Cooperation
(APEC), 45gp, 167
Attitudes toward global products
(AGP), 226
Attitudes toward local products (ALP), 226
Automated Export System (AES), 503

B
Back-translation, 185
Backward innovation, 564
Balance of payments, 75–79
and competitiveness of a nation, 77gp
in current account, 76
direct investments, 76
internal adjustments, 78–79
on goods, 76
portfolio investment, 77
on services, 76
short-term capital, 76
BALS. See Basic Arm’s Length Standard
Banner ad, 597
Barriers to marketing, 134e
internet marketing, 578–584
cultural barriers, 580–581
infrastructure, 581
knowledge barrier, 582–584
language barriers, 578–580
legal environment and government regulations, 584
non-tariff barriers (NTBs), 133, 134e
tariff barriers, 133, 134e
trade restrictions, 135
Basic Arm’s Length Standard (BALS), 384
methods to calculate, 383
cost-plus method, 384
resale price method, 383
Behavior-based segmentation, 216–217
Berne Convention, 164
Big Emerging Markets (BEMs), 41, 264
Bill of lading, 505
Black market, 524–525gp
Bond, 516
Borden-Meiji milk saga, 284gp
Bottom of the pyramid (BOP), 560–562
Bottom-up budgeting, 397
Bottom-up versus top-down strategic planning, 529
Brand architecture, 341
Brand equity, 335
cross-country gaps in, reasons, 338
competitive climate, 338
cultural receptivity to brands, 338
history, 338
marketing support, 338
product category penetration, 338
Branding. See also Global branding strategies
approaches, types, 340
extension branding, 341
family (umbrella) branding, 341
hallmark branding, 340
solo branding, 340
for emerging markets (EMs), 565–566
and internet, 589
Brand-in-the-hand marketing, 416–417
Brand management
ad hoc branding meetings, 540
brand champion, 540
Global Branding Committee, 539
global brand manager, 540
informal branding meetings, 540
organizing, 539–540
Brand-name changeover strategies, 344–347
dual branding (co-branding), 345
factors causing change, 344
legal rights, 344
limited legal rights to a brand name, 344
pruning of brand portfolio, 344
fade-in/fade-out, 344–345
summary axing, 345–346
transition rules, 346
PPR rebrands, 347gp
transparent forewarning, 345
Brazil, Russia, India, and China (BRIC), 1, 395–396, 549
Breakfast Cereal Around the Planet, 309
Breton Woods Conference, 63–64
BRIC. See Brazil, Russia, India, and China
Bulk shipping, 462
Bulletin boards and chat groups, 191
‘Bullwhip effect’, 489
Business practices and the legal system, 152–153
Business-to-business (B2B), 6
B2B e-commerce, 6
B2B procurement, 473
Business-to-consumer (B2C), 6
B2C e-commerce, 6
Buy American Act of 1933, 132, 133
Buyer-seller relationships, differences in, 435e
Buzz marketing, 420

C
Cabotage rules in the NAFTA, 466gp
CAFTA–DR. See Central American–Dominican Republic Free Trade Agreement
CAPI. See Computer-assisted personal interviewing
Capital account, 76
Capitalism, 128
CATI. See Computer-assisted telephone interviewing
Cause-related marketing, 612–613
CBP. See Customs & Border Protection
CEM. See Combination export manager
Central American–Dominican Republic Free Trade Agreement (CAFTA–DR), 53
Chain ratio method, 195
Channel configurations, 482–484
agent intermediary, 482
coverage, 483
merchant intermediaries, 482
Children, advertising targeting, 408–409
China
accession to WTO, 43, 45gp, 46–47
1995 advertising law, 406
advertising lynx in, 121gp
Chinese Economic Area (CEA), 41
color TV market, price warfare in, 372gp
cultural and human aspects of global marketing in, 8gp
foreign business in, 427gp
achieving salesforce effectiveness in, building pride and performance, 438gp
free trade zone (FTZ) in, 481gp
guanxi code in, 102e
rules for cracking, 102e
guidelines for IP protection in, 353e
joint ventures in, conflicting objectives, 289e
Starbucks in, 291e
Civil law, 154
Clayton Act of 1914, 165
Click-and-mortar retailing model, 595
Climate impact on global marketing, 21–23
Clout, 325
Cluster analysis, 230, 230e
COCA-COLA, 323gp
See also Advertising branded entertainment (content), 418–419
communication and cultural values, 394–395
uncertainty avoidance, 394
creating advertising copy approaches to, 401–403
advertising with universal appeals, 402e
export advertising, 402–403
‘Laissez-Faire’, 402
creative strategy, 398–403
‘standardization’ versus ‘adaptation’ debate, 398
direct marketing, 413–414
for emerging markets, 572–574
global advertising budget, setting, 395–397
bottom-up budgeting, 397
BRIC countries, 395
competitive parity, 396–397
objective-and-task method, 397
percentage of sales method, 396
resource allocation, 397
top-down budgeting, 397
global media decisions, 403–406
global media landscape, recent trends in, 405–406
media infrastructure, 404
media limitations, 404–405
short messaging service (SMS) advertising, 403–404
global public relations (PR) and publicity, 421
global sponsorships, 414–416
internet role in, 596–601
sales promotions, 411–412
viral marketing, 420–421
Communication style, in sales negotiation, 445e
Communism, 128
Community support (cause-related marketing), 612–613
Company costs, foreign market pricing and, 368–369
dynamic incremental pricing, 368
flexible cost-plus pricing, 368
rigid cost-plus pricing, 368
setting export prices, 368
Company goals, foreign market pricing and, 367–368
Comparable/uncontrollable method, 383
Comparative advantage theory, 25–27
factor endowment theory of, 27
one person–day productivity, 26e
production and consumption, 26e
at work, 26e
Comparative advertising, 407
Competition, foreign market pricing and, 370–372
cross-border price differentials, 370
pharmaceutical industry, 371
Competitive advantage, 243–248
Competitive industry climate, 349
Competitive industry structure, 241–243
bargaining power of buyers, 242
bargaining power of suppliers, 242
competitive advantage, 243–248
cost leadership strategy, 243
industry competitors, 241
nature of, 242e
niche strategy focus, 244
potential entrants, 241–242
product differentiation strategy, 243
threat of substitute products or services, 242–243
Competitive parity, for advertising, 396–397
Competitor-focused approaches, 246
Complementary effect, 593
Compound duty, 516
Computer-assisted personal interviewing (CAPI), 199
Computer-assisted telephone interviewing (CATTI), 199
Concept cooperation, 403
Concept testing, 321
product concept, 321
Conceptual equivalence, 182
Confirmed irrevocable letter of credit, 505
Confiscation, 142
Conjoint analysis for concept testing in global new product development, 330–332
Consumer boycotts, 633–636
Consumer panel data, 197
Consumer response to recession, 82–83
Consumers, country-of-origin (COO) influences on, 356–358
Context, in sales negotiation, 445e
Continuous monitoring of brand sales/market share movements, 198
Contract, in sales negotiation, 445e
Control of global marketing efforts, 542–545
formal (bureaucratic) control systems, 543–544
analyzing and correcting deviations, 544
establishing standards (metrics), 543
measuring and evaluating performance, 543–544
informal control methods, 544–545
corporate culture, 544
human resource development, 544–545
‘soft’ versus ‘hard’ levers, 545
Convergence, 10–15
market convergence at work in EU, 11gp
Cooperative exporting, 280–282
Cooperative global trade agreements, 441–443
evolution of, 43–49
dispute settlement mechanism, 47
Doha Development Agenda (Doha Round), 44, 46e
Uruguay Round, 44
Cooperative joint venture, 287
Coordinating Committee for Multilateral Controls (COCOM), 150
Copyrights, 160
Core competencies, 468
Core components standardization, 257–258
Core services, 477
Corporate culture, 544
Corporate (organizational) culture, 433–434
Corporate response to recession, 83–85
increasing advertising in the region, 84
increasing local procurement, 85
long-term oriented solutions, 83
looking for expansion opportunities, 84
maintaining stricter inventory, 84
product mix, changing, 83–84
product’s value, emphasizing, 83
pull-out, 83
Corporate response to recession (Continued)
repackaging the goods, 84
short-term-oriented solution, 83
Corporate social responsibility (CSR), 604
major areas of, 606–613
community support (cause-related marketing), 612–613
corruption/graft, 606–607
environmental concerns, 607–609
interbrand 2012 green brands, 609e
water saver initiatives, 609e
scope of, 605–606
Cosmopolitanism, 317
Cost-based pricing, 383
Cost innovation, 560, 567
Cost leadership strategy, 243
Cost of transportation, 462
Cost-plus method, 384
Counterfeiting, 158
Countertrade, 144
Countervailing duty, 516
Country-as-segments approach, 209
flaws in, 209
Country-based subsidiaries, 533
Country competitiveness, 39–40
changing, 39
human resources and technology, 39–40
Country-of-origin (COO) effects, 355–360
COO stereotypes, coping strategies, 358–360
communication, 359
distribution, 359
pricing, 359
product-country matches and mismatches, 358e
product policy, 358–359
influences on consumers, 356–358
brand name familiarity, 357
consumer demographics, 357
culture, 357
design versus manufacturing, 356
emotions, 357
product category, 357
stability over time, 356
willingness to pay, 357
Country risk assessment criteria, 142e
economic risk, 142e
financial risk, 142e
political risk, 142e
Country risk ratings, 143e
Country screening, 205–206
Country selection, 272–275
four-step procedure, 273–274
compute overall score for each country (Step 4), 274
determining the importance of country indicators (Step 2), 274
indicator selection and data collection (Step 1), 274
erating the countries (Step 3), 274
logical flowchart of, 273e
prescreening market opportunities method, 275e
screening procedures, 306
Court decisions, 151
Courtesy bias, 187
Coverage, 483
Creative destruction, 248
Credit risk, 506
Crisis management, 633–636
Cross-border alliances, 287
Cross-border price differentials, 370
Cross-country survey research, 185
Cross-cultural comparisons, 108–115
collectivism, 110
high-versus low-context cultures, 108–109
Hofstede’s classification scheme, 109–112
Cross-cultural marketing research, survey methods for, 184–186
questionnaire design, 184–186
Cross-cultural negotiations, in sales management, 444–448.
See also under Sales management
Cross-cultural training for expatriates, 449–450
Cross-licensing agreements, 282
Cross-sectional regression analysis, 196–197
Cross-subsidization of markets, 261
CSR. See Corporate social responsibility
C-TPAT program. See Customers-Trade Partnership Against Terrorism (C-TPAT) program
Cultural aspect of global marketing, 8gp
Cultural barriers, 580–581
Cultural considerations, in sales, 432–437. See also under Sales management
Cultural distance, 277
Cultural gaps bridging, in international joint ventures, 291
Cultural generalization, 433
Cultural references, 99
Cultural relativism, 169gp, 615–616gp
Cultural tensions, 615–617
Cultural values and legal systems, 154–155
Culture, 93–122. See also Aesthetics; Cross-cultural comparisons; Religion
adapting to cultures, 115–117
cross-cultural differences, managing, 116
four-step correction mechanism, 116
importance, 115
out-group homogeneity bias, 116
self-reference criterion (SRC), 116
and buying behavior, 93–122
and consumption processes, stages, 95
access, 95
buying behavior, 95
cross-cultural differences, managing, 116
four-step correction mechanism, 116
importance, 115
out-group homogeneity bias, 116
self-reference criterion (SRC), 116
distribution, 120
elements of, 96–108
language, 96–100. See also individual entry
material life, 96
<table>
<thead>
<tr>
<th>Subject Index</th>
<th>643</th>
</tr>
</thead>
</table>

**E-commerce**
- and logistics, 465–467
- proliferation, 51–52
- regulations on, 153

**E-company**, 237

**Economic and financial turmoil**
- worldwide, 79–85. See also Recessions
- Asian financial crisis and its aftermath, 79–80
- financial crises in perspective, 81
- regional financial crises, responses to, 82–85
- U.S. subprime mortgage loan crisis, 80–81

**Economic and Monetary Union (EMU)**, 87

**Economic environment**, 32–58. See also Cooperative global trade agreements, evolution of; Emerging economies; Intertwined world economy; Multinational companies (MNCs)
- country competitiveness, 39–40
- portfolio investment, 37–38
- second half of 1990s, 33
- for the 21st century economy, 33
- world merchandise trade growth and GDP, 2007–2014, 33e

**Economic geography impact on global marketing**, 21–23

**Economies of scale**, 27, 336

**Economies of scope**, 28

**Economist Intelligence Unit (E.I.U.)**, 180

**EDI**. See Electronic data interchange (EDI). See Every-day-low-pricing

**Education**, 106–107

**EFTA. See European Free Trade Association**

**Electronically represented intellectual property**, 50

**Electronic commerce (ecommerce)**,
- 235–237

**Electronic data interchange (EDI)**,
- 234–235, 503

**Electronic manufacturing services (EMS) companies**, 474

**Embargoes**, 133

**EMC. See Export management company**

**Emerging economies**, 41–43
- ASEAN, including Brunei, 41
- Big Emerging Markets (BEMs), 41
- Chinese Economic Area (CEA), 41
- Commonwealth of Independent States, 41
- India, 41
- leading emerging economies, 42e
Emerging economies (Continued)
smaller emerging economies, 41
Triad regions, 41
World’s nine largest exporting
countries, 41
Emerging markets (EMs), 3–4
characteristics of, 550–553
chronic shortage of
resources, 550
huge diversity within
market, 550
low per capita incomes, 550
poorly developed marketing
infrastructure, 552
technology is underdeveloped,
551–552
unbranded competition, 551
weak and highly variable
infrastructure, 551
youthful populations, 550

communication strategies for,
572–574
mass media versus
nontraditional marketing
approaches, 573–574
push versus pull activities, 572
reaching rural India,
guidelines, 573e
competing with the new
champions, 553–560
definition, 549–550
distribution challenge,
568–571
creating distribution
systems, 569
distributor relationships, managing,
570–571
direct selling, 570
distributor partner selection
criteria, 570
exclusivity, 571
local autonomy, 571
entry strategies for, 562–564
early entry, 562
entry mode, 563–564
timing of entry, 562–563
versus G7 countries, 551e
marketing strategies for, 548–575
Myanmar’s business environment,
challenges in, 553e
newcomers, competing against,
558–560
Philippines, 554
product policy, 564–567
backward innovation, 564
branding, 565–567
frugal innovation, 564
packaging, 567
pricing strategy, 567–568
product innovation, 564–565
reverse innovation, 564
strategic options for, 557gp
success strategies, 555–558
business models to overcome
obstacles, 555
cheap labor and train staff
inhouse, 555–556
customized offerings, 555
investing in talent to sustain
growth, 556
latest technologies, 555
scale up rapidly, 556
targeting/positioning strategies in,
560–562
Emic versus etic dilemma, 200
Emoticons, cultural variations
in, 98e
EMS. See Electronic manufacturing
services
EMs. See Emerging markets
EMU. See Economic and Monetary
Union
Enforcement, 155
Entry decisions, 206
See also Country selection;
Exit strategies
advantages, 297e
disadvantages, 297e
dynamics of, 296–298
exporting, 280–282
licensing, 282–283
mode of entry, selection,
276–280
country objectives, 279
competitive environment, 277
cultural distance, 277
decision criteria, 276–280
entry modes and market
development, 278e
flexibility, 279–280
government regulations
(oppeness), 277
internal resources, assets and
capabilities, 279
local infrastructure, 277–278
need for control, 279
risk, 276–277
mode of, theoretical perspectives,
306–307
institutional theory, 307
resource-based view (RBV),
306–307
transaction-cost economics
(TCE), 306
scale of entry, 275–276
Germany, 275
Japan, 275
U.S. retail market, 275
timing of entry, 298–300
near-market knowledge concept,
299–300
Wal-Mart’s international
expansion, 299e
Environmental concerns, 607–609
in organizational design,
530–531
EPO. See European Patent Office
Equity joint venture, 288
ERM. See Exchange Rate Mechanism
ERS. See Extreme response style
E-tailing landscape, 595–596
ETC. See Export Trading Company
Ethical confusion, 616
Ethical imperialism, 616
Ethnocentric domestic marketing, 16
Ethnographic research, 189, 190gp
EU. See European Union
Eurasian Patent Office (EPO), 162
Euro area, marketing in, 85–90
euro problem, 88gp
eurozone countries, 86e
historical background, 85–88
marketers, challenges to, 89
adaptation of internal
organizational structures, 90
EU regulations crossing national
boundaries, 90
intensified competitive
pressure, 89
price transparency, 89
SMEs, new opportunities for,
89–90
streamlined supply chains, 89
official spelling rules, 87e
ramifications of euro for
marketers, 88
Euromonitor, 180
European Advisory Services
(EAS), 90
European Free Trade Association
(EFTA), 53–54
European monetary union
(EMU), 85
European Patent Convention,
163–164
European Patent Office (EPO), 162
European Union (EU) market, 11,
11gp, 55
Antitrust laws of, 167. See also
under Antitrust laws
convergence at work in EU, 11gp
divergence at work in EU, 11gp
Evaluation, of salespeople,
443–444
qualitative, 443
quantitative, 443
Event sponsorship, 415
Every-day-low-pricing (EDLP), 372
Evolution of global marketing, 15–23, 17e
defining marketing, 15
different marketing strategies, 16
domestic marketing, 16–18
export marketing, 18
global marketing, 20
impact of competition, 15
internationalization of the company, 16
international marketing, 17e, 18–19
marketing mix decisions, 17e
multinational marketing, 19–20
product planning, 17e
think regionally, act locally, 21gp
Exchange rate fluctuation
coping with, 70–72
forecasting, 69–70
Exchange Rate Mechanism (ERM), 85
Exchange rate pass-through, 73–75
Exit strategies, 300–303. See also
Entry strategies
guidelines, 303
reasons for exit, 300–302
difficulty in cracking the market, 300
ethical reasons, 301
intense competition, 301–302
premature entry, 301
resource reallocation, 302
sustained losses, 300
volatility, 300–301
risks of exit, 302–303
damage to corporate image, 302
disposition of assets, 302
fixed costs of exit, 302
long-term opportunities, 302–303
signal to other markets, 302
Expatriates, 448–454
advantages of
better communication, 449
development of talent, 449
difficulties of sending expatriates abroad, 449–452
compensation, 451–452
cross-cultural training, 449–450
family discord, 452
motivation, 450–451
security risk, 452
generalizations about, 453
repatriation, 452–453
Export Administration Act (EAA) of 1979, 512gp
Export advertising, 402–403
Export agent, 280
Export commission house, 501
Exporter strategies under varying currency conditions, 379e
Export-Import Bank (Ex-Im Bank), 510–511
credit insurance, 510
repayment of loans, 510
working capital loans, 510
Exporting, entry strategies, 280–282
cooperative exporting, 280–282
direct exporting, 280, 282
export agent, 280
export merchant, 280
indirect exporting, 280–281
piggyback exporting, 281
Export license, 503
requirements, 135
trade restrictions, reasons to be concerned with, 135
Export management company (EMC), 281, 429–430
Export marketing, 18
direct exporting, 18
indirect exporting, 18
Export merchant, 280
Export regulations, 512–513
Exports, 497–527. See also Direct exporting: Imports; Indirect exporting
complexities of exporting vs. domestic sales, 499gp
export market segments, 500–501
export regulations, 512–513
Foreign Corrupt Practices Act of 1977, 512
Normal Trade Relations (NTR), 513
export transactions, 504–505
bill of lading, 505
commercial invoice, 505
customs receipt, 505
freight forwarders, 505
shipper’s order bill of lading, 505
straight bill of lading, 505
government role in promoting exports, 508–513
Export Enhancement Act of 1992, 509
Japanese External Trade Organization (JETRO), 509
Japan Export Information Center (JIEC), 509
in United States, 509
mechanics of exporting, 502–508
export license, 503
general license, 503
legality of exports, 503–504
U.S. Government Departments and Agencies with, 504e
validated license, 503
organizing for exports, 498–501
overseas market and appropriate segment, identification, 499
payment terms, 505–507
advance payment, 507e
confirmed irrevocable letter of credit, 505, 507e
consignment, 507e
credit risk, 506
currency hedging, 507–508
documents against payment (D/P), 507e
foreign exchange risk, 506
open account, 507e
political risk, 507
terms of shipment, 507e
transfer risk, 506
unconfirmed irrevocable letter of credit, 507, 507e
research for, 498–500
tariff concessions, 511
American Export Trading Company, 511
foreign trade zones (FTZs), 511
terms of shipment and sale, 505
Expropriation, 142
Extended family, 101
Extension branding, 341
External market adjustments, 78–79
Extreme response style (ERS), 187–188

F
Factor endowment theory of comparative advantage, 27
Fade-in/fade-out strategy, 344–345
Family (umbrella) branding, 341
Faster product diffusion, 237
Fast-track trade authority, 147
FCCP. See Foreign consumer culture positioning
FCPA. See Foreign Corrupt Practices Act
FDI. See Foreign direct investment
Federal Trade Commission (FTC) Act of 1914, 165
Federation of International Trade Associations (FITA), 418
Feng shui (wind-water), 104
Financial controls, 137
government fiscal policies, 138
macroeconomic policies, 137
Financial crises in perspective, 81
Financial environment, 61–91. See also Balance of payments; Economic and financial turmoil worldwide; International monetary system
U.S. dollar, historical role of, 62–63
Global pricing and antidumping regulation, 384–385
Global pricing and currency fluctuations, 378–381. See also Currency fluctuations and global pricing
Global-pricing contracts (GPCs), 386–387
Global product development (GPD), See Global product development
Grammar, 99
Government policies and regulations, 130–138
direct government subsidies, 132
embargoes, 133
export-active states, 132
export license requirements, 135–136
financial controls, 137
government procurement, 132–133
incentives and government programs, 131–132
investment regulations, 136
non-tariff barriers, 133, 134e
ownership controls, 136–137
reasons for wanting to block trade, 130
developing new industries, 130
national security, 130
protecting declining industries, 130
sanctions, 133
state government’s export promotion activities, 131
tariff barriers, 133, 134e
trade laws, 133–134
United States and the European Union, government regulations and trade war, 135gp
Government policies, in foreign market pricing, 373–374
Government procurement, 132–133
Government regulations (openness), 277
barrier to global internet marketing, 578–584
Government role in promoting exports, 508–513
GPCs. See Global-pricing contracts
GPD. See Global product development
Grammar, 99
Grassroots marketing, 573
Gray and black sectors of the economy, 215
Gray markets, 517–525
activities, combating, 522–523e
currency fluctuations, 518
differences in market demand, 518
legal differences, 518–520
opportunistic behavior, 520
segmentation strategy, 520
Great Depression of 1929–1932, 80
Greenfield operations, 296
Green marketing, 153
Greenuashing, 631
Gross Domestic Product (GDP), 32
Group buying, 592–593
Group of Eight (G8), 148–150
Group of Seven (G7), 148–150, 549
Group of Twenty (G20), 148–150
Growth stage, 28
Guanxi, 8gp, 101
in China, rules for cracking, 102e
H
Hakuhodo lifestyle segmentation, 219e
concerns, 219–220
seven global clusters, 219e
Hallmark branding, 340
HDI. See Human Development Index
Henkel, 334, 334gp
High-versus low-context cultures, 108–109
Hofstede's classification scheme, 109–112
Home country versus host country, 126–128
Homogeneous population, 317
House-to-house survey, 188
Human aspect of global marketing, 8gp
Human Development Index (HDI), 215
Human resource development, 544–545
Human resources and technology, 39–40
Denmark, 39, 40
Finland, 39, 40
Singapore, 39, 40
Sweden, 39, 40
Switzerland, 40
United States, 39, 40
Hypercompetition, 248
creative destruction, 248
I
IBEA. See Incremental break-even analysis
ICs. See Innovation centers
Ideology, 128–129
Idioms, 99
Ikea in United States, 308
IMC. See Integrated marketing communications
IMF. See International Monetary Fund
Imports, 497–527. See also Exports; Gray markets
buy decisions, categories, 514
modified rebuy, 514
new tasks, 514
straight buys, 514
import duties, 516–517
ad valorem duty, 516
antidumping import duties, 516
compound duty, 516
countervailing duty, 516
direct identification drawback, 517
duty drawback, 517
specific duty, 516
substitution drawback, 517
temporary importation under bond (TIB), 517
of importer buyer behavior model, 514e
management, 513–515
mechanics of importing, 515–517
bond, 516
documents and delivery, 516
Special Permit for Immediate Delivery, 516
Income disparities, 215
Incremental approach, in international joint ventures, 291
Incremental break-even analysis (IBEA), 314–315
back-of-the-envelope calculations, 314–315
India, 41
Indirect exporting, 18, 280–281, 501–502
combination export manager (CEM), 501
export broker, 501
export commission house, 501
Indirect exporting (Continued)

export merchants, 501
piggyback exporting, 502
trading company, 501

Indirect investment. See Portfolio investment

Individualism, 110

Industry, global, 238–241. See also

Competitive industry structure
‘city-cluster’ approach to reach emerging markets, 241
ethnocentric orientation, 240
industry globalization drivers, 239–240
polycentric orientation, 240

Inflationary environments, pricing in,

action courses, 377–378
adapting the product line, 377
launching new products or variants of existing products, 378
negotiating with the government, 378
predicting incidence of price controls, 378
shifting target segments or markets, 377

safeguarding against inflation, 376
components, ingredients, parts, and/or packaging materials, modifying, 376
drawing lessons from other countries, 377
including escalator clauses in long-term contracts, 377
pursuing rapid inventory turnovers, 377
quoting prices in a stable currency, 377
shortening credit terms, 376
source materials from low-cost suppliers, 376

Informal branding meetings, 540

Informal control methods, 544–545

Information technology (IT), 40gp, 41

and the changing nature of competition, 49–52
controlling copies, 50
electronically represented intellectual property, 50
information-related products, 49

internet intellectual property, 50gp

proliferation of e-commerce, 51–52

and global competition, 234–238
e-company, 237
e-commerce (e-commerce), 235–237

faster product diffusion, 237
global citizenship, 237–238

online communication, 235
real-time management, 234–235

Innovation centers (ICs), 320

Institutional Revolutionary Party (PRI), 129

Institutional theory, 307

Integrated marketing communications (IMC) program, 422

Intellectual outsourcing, 476

Intellectual property in information age, value of, 50–51

Intellectual property protection, 156–161
copyrights, 160

counterfeiting, 158

Digital Millennium Copyright Act (DMCA), 160
Donruss Playoff, 158

first-to-file principle, 158
first-to-invent principle, 158
international treaties for, 162–165

Liz Claiborne, 158

patent, 158–160

Traceless System, 158

trademark, 160–161

trade secret, 161–162

Intellectual property rights (IPR) protection, 353

Intercultural considerations in sales, 428, 428e

Interdependency, 248–249

Interfaces among R&D, operations, and marketing, 255–260
good linkage management, power of, 256gp

marketing/R&D interface, 259–260
operations/marketing interface, 257–259
core components standardization, 257–258

product design families, 258
universal product with all features, 258
universal product with different positioning, 258–259

R&D/operations interface, 255–257

Intermodal transportation, 458, 463–464

Internalization/transaction cost theory, 29–30

Internal market adjustments, 78

International agreements, 147–151

Coordinating Committee for Multilateral Controls (COCOM), 150

Wassenaar arrangement, 150–151

International Bank for Reconstruction and Development, 65

International brand architecture, dimensions of, 342

International distribution channels, 482–484
channel configurations, 482–483
agent intermediary, 482
coverage, 483
merchant intermediaries, 482
channel management, 483–484

International franchising, 286

Internationalization of the company, 16

International joint ventures, 290–292
challenges, 292
drivers behind, 290–292
clear objectives, establishing, 290–291
cultural gaps, bridging, 291
incremental approach, 291
managerial commitment and respect, 291
right partner, selecting, 290

International law, 151–155
cultural values and legal systems, 154–155
jurisdiction, 155

arbitration, 155
enforcement, 155
planning ahead, 155
local legal systems and laws, 152–155. See also individual entry

sources, 151
court decisions, 151
customs, 151
treaties, 151

International marketing, 17e, 18–19
multidomestic marketing, 19
polycentric orientation, 18–19
research, scope of, 176

International market segmentation, 205–209
approaches, 209–210
country-as-segments approach, 209
disaggregate international consumer segmentation, 209
two-stage international segmentation, 209–210
bases for, 212–220
behavior-based segmentation, 216–217
demographics, 213–214
gray and black sectors of the economy, 215
income disparities, 215
lifestyle and values, 217–220
monetization of transactions within a country, 215
socioeconomic variables, 214–216
country screening, 205–206
entry decisions, 206
global marketing research, 206
marketing mix policy, 208
positioning strategy, 206–208
properties, 205
accessible, 205
actionable, 205
identifiable, 205
responsive, 205
sizeable, 205
stability, 205
resource allocation, 207–208
challenger markets, 207
leader markets, 207
International Monetary Fund (IMF), 64–65, 139, 180
purposes, 64
special drawing rights (SDRs), 65
International monetary system, 63–68
Breton Woods Conference, 63–64
currency blocs, 66–68
development of today’s monetary system, 63–68
fixed versus floating exchange rates, 66
foreign exchange rate fluctuations, 67e
International Bank for Reconstruction and Development, 65
International Monetary Fund (IMF), 64–65
International Organization for Standardization (ISO), 155–156
ISO 9000, 155–156
ISO 14000, 155–156
International personal selling, 432
International positioning strategies, 220–225
sequence of steps, 220
uniform versus localized positioning strategies, 222–224
universal positioning appeals, 225
International product cycle theory, 27–29
decline stage, 28
demand structure, 29e
economies of scale, 27
economies of scope, 28
growth stage, 28
innovator company marketing strategy, 29e
international competition, 29e
introductory stage, 28
maturity stage, 28
preference similarity, 28
production, 29e
technological gap, 28
International retailing, 484–493
‘bullwhip effect’, 489
E-commerce, 486–487
market information at retail level, 490
on-time retail information management, 489–490
private-label brands (store brands), 487–488
‘Push’ versus ‘Pull’, 488–489
reduced inventory, 489–490
retailing differences across the world, 491–493
Wal-Mart, 484–485, 484e
International sales strategy, 428, 428e
International trade and foreign production, 14
global reach, 13
versus international business, 13–14
intra-firm trade, 14
managers of, 13
International Trade Administration (ITA), 131
International trade theories, 25–31
absolute advantage, 25
comparative advantage theory, 25–27
principles of international trade, 26
International treaties for intellectual property protection, 162–165
Anti-Counterfeiting Trade Agreement (ACTA), 164–165
Antitrust Laws of United States, 165–166
Berne Convention, 164
European Patent Convention, 163–164
Paris Convention, 162
Patent Cooperation Treaty (PCT), 162
Patent Law Treaty (PLT), 162
U.S. firms protection of trademarks and copyrights, question of, 161gf
WIPO Copyright Treaty, 164
Internet
internet intellectual property, 50gp
logistical revolution with, 468–469
revolution, 6–7
as a tool for global marketing research, 190–193
Bulletin boards and chat groups, 191
cons of, 191e
focus groups, 192
online (virtual) panels, 191–192
online surveys, 190–191
pros of, 191e
social media, 192
web visitor tracking, 191
Internet and global marketing, 577–602. See also Web-based marketing of services
barriers to global internet marketing, 578–584. See also individual entry
communication strategies, 596–601. See also Online advertising
consumers, 585
distribution strategies, 593–596
click-and-mortar retailing model, 595
complementary versus replacement effect of internet, 594e
e-tailing landscape, 595–596
existing channels role, 593–595
virtual shopping malls, 596
globally integrated versus locally responsive strategies, 585–589
according to nature of good or service being sold, 588e
global product policy, 589–591
branding, 589
customer co-creation, 590
web-based global NPD, 589–590
non-traditional (NT) web-based communication, 599–600
online monitoring, 600–601
Intertwined world economy, 34–38. See also Foreign direct investment (FDI)
Intrafirm sourcing, 471e, 472
Intra-firm trade, 14
Introductory stage, 28
Inventory management, 464–467
Investment regulations, 136
IPR. See Intellectual property rights
Islamic law (Sharia) systems, 154
ISO. See International Organization for Standardization
IT. See Information technology
ITA. See International Trade Administration
Japan
- coca-cola local brands in, 350e
- country managers in, job description of, 535e
- cultural and human aspects of global marketing in, 7–9, 8gp
- retail industry of, 491
- foreign retailers and direct marketers entering into, 492gp
- sales force importance in, 426–455
- sogoshosha (general trading companies), 430
- Japanese market research, 201gp, 201jp
- Joint ventures, expanding through, 286–292. See also Alliances, expanding through; International joint ventures; Partnerships
- advantage of, 288
- in China, 289e
- cooperative joint venture, 287
- equity joint venture, 288
- risks, 288
- synergy, 288
- Jurisdiction, 155
- arbitration, 155
- enforcement, 155
- planning ahead, 155
- Just-in-time (JIT) manufacturing management, 30–31

Kentucky Fried Chicken (KFC), 105gp
- Key performance indicators (KPIs), 625
- KFC. See Kentucky Fried Chicken KGFE. See Kraft General Foods Europe
- Knowledge barrier to global internet marketing, 582–584
- KPIs. See Key performance indicators
- Kraft General Foods Europe (KGFE), 541
- The Krispy Kreme “Real Strawberry” Donuts Range In Korea, 419e

Lag countries, 317
‘Laissez-Faire’, 402
Language, 96–100
- barriers, 478–580
- barriers in advertising, 392–394
- language-related mishaps, 392
- translating slogan, 392
- words with multiple meanings, 392

Macroeconomic factors
- influencing foreign exchange rates, 71e
- balance of payments, 71e
- economic growth, 71e
- foreign exchange reserves, 71e
- government spending, 71e
interest rate policy, 71e
money supply growth, 71e
relative inflation, 71e
Macroeconomic policies, 137
Macro-segmentation, 209
Managed (dirty) currency float, 66
Market-based transfer pricing, 383
Market entry options and sales force strategy, 428–431.
See also under Sales management
Marketing mix decisions, 17e
Markets, globalization of convergence, 10–15
divergence, 10–15
Market size assessment, 193–197
analogies method, 193–194
chain ratio method, 195
cross-sectional regression analysis, 196–197
trade audit, 194–195
Masculinity, 110
Mass media versus non-traditional marketing approaches, 573–574
Material life, 96
Materials management, 459
Matrix structure, 536–538
Maturity stage, 28
MBTI. See Myers–Briggs type indicator (MBTI) of personal characteristics
Media decisions, 403–406.
See also under Communication strategies
Membership groups, 102
Merchant intermediaries, 482
MERCOSUR, 54
Mergers, 293–296
Metanational innovators, 327
Method of analogy. See Analogy method
Micro-segmentation, 209
Millions of Theoretical Operations Per Second (MTOPS), 512gp
Ministry of International Trade and Industry (MITI), 130
Mistranslations, 100
MITI. See Ministry of International Trade and Industry
MNCs. See Multinational companies
Mobile (brand-in-the-hand) marketing, 416–417
Mobility, 317
Modes of transportation, 462–464
air freight, 463
cost of transportation, 462
intermodal transportation, 463–464
ocean shipping, 462–463
perishability, 462
value-to-volume ratio, 462
Modular approach, 403
Monetary union, 55–56
Motion Picture Association of America (MPAA), 50gp
MTOPS. See Millions of Theoretical Operations Per Second
Multicountry research projects, 200
coordination of, 200
emic versus etic dilemma, 200
Multidomestic marketing, 19
Multi-local status, 226
Multinational companies (MNCs), 14, 56–57
and euro market, 90
Multinational diffusion, 316–319
cosmopolitanism, 317
homogeneous population, 317
lag countries, 317
lead countries, 317
mobility, 317
percentage of women in labor force, 317
product characteristics
compatibility, 316
complexity, 317
observability, 317
relative advantage, 316
triability, 317
time-to-takeoff, 317
Multinational enterprise theories, 25–31. See also International product cycle theory
absolute advantage, 25
comparative advantage theory, 25
internalization/transaction cost theory, 29–30
resource-based view and appropriability theory, 30–31
Multinational marketing, 17e, 19–20
regiocentric approach, 19
Multinational product lines, management, 347–351
drivers impacting, 348
competitive climate, 349
customer preferences, 348
history, 350
listening post, 350
organizational structure, 349–350
price spectrum, 349
Dunkin’ Donuts launch of deepfried treats in India, 349gp
product lines, categories, 351
product mix in host country, 347
Myanmar
business environment, challenges in, 553e
preventing HIV/AIDS in, 117gp
Myers–Briggs type indicator (MBTI) of personal characteristics, 435–437, 435e
high vs. low context cultures, 436

N
NAFTA. See North American Free Trade Agreement
NASSCOM. See National Association of Software and Services Companies
National Action Party (PAN), 129
National Association of Software and Services Companies (NASSCOM), 476
National boundaries, issues transcending, 155–169.
See also International Organization for Standardization (ISO)
cultural relativism/accommodation, 169gp
intellectual property protection, 156–161
Nationalization, 142
Near-market knowledge concept, 299–300
Negotiated pricing, 383
Negotiations, in sales management, 444–448
cross-cultural negotiations, 444–448. See also individual entry
Networked organization model, 532
New champions, 554–558
emerging markets competing with, 553–560
Newly industrialized countries (NICs), 130
New market information technologies, 197–199
computer-assisted personal interviewing (CAPI), 199
computer-assisted telephone interviewing (CATI), 199
customer panel data, 197
continuous monitoring, 198
point-of-sale (POS) store scanner data, 197
scanning data, 198
shift from mass to micro marketing, 198
single-source data, 197–198

O

P
| Physical distribution, 459 |
| managing, 461–469 |
| distance, 461 |
| exchange rate fluctuation, 461 |
| foreign intermediaries, 461 |
| regulation, 461 |
| security, 462 |
| Piggyback exporting, 281, 502 |
| Planned economies, 129 |
| Planning of global marketing operations, 528–547, |
| See also Strategic marketing planning |
| PLT. See Patent Law Treaty |
| Point-of-sale (POS) store scanner data, 197 |
| Political economy, 125 |
| Political environment and marketing, 125–170 |
| government policies and regulations, 130–138, |
| See also individual entry |
| home country versus host country, 126–128 |
| Cuban crisis in 1960s, 126 |
| Iranian Revolution in 1980s, 126 |
| Kosovar crisis, 126 |
| Persian Gulf War in 1990s, 126 |
| Soviet Union in late 1980s, 126 |
| individual governments, 126–138 |
| international agreements, 147–151 |
| international law and local legal environment, 151–155 |
| managing, 141–144 |
| confiscation, 142 |
| countertrade, 144 |
| country risk assessment criteria, 142e |
| country risk ratings, 143e |
| domestication policy, 142 |
| expropriation, 142 |
| government policy areas and instruments, 141e |
| nationalization, 142 |
| NGOs role, 140gp |
| national boundaries, issues transcending, 155–169 |
| social pressures and political risk, 138–144 |
| structure of government, 128–130, |
| See also individual entry |
| terrorism and the world economy, 145–147 |
| U.S. trade deals with South Korea, 148gp |
| Political factors influencing foreign exchange rates, 71e |
| election year or leadership change, 71e |
| exchange rate control, 71e |
| Political parties, 129–130 |
| dual-party system, 129 |
| single-party-dominant country, 129 |
| Political risk, 507 |
| Political union, 56 |
| Polycentric orientation, 18–19 |
| Portfolio investment, 37–38, 77 |
| Positioning strategy, 206–208. See also |
| Foreign consumer culture positioning (FCCP); Global |
| consumer culture positioning (GCCP); International |
| positioning strategies; Local consumer culture positioning |
| (LCCP) |
| Power distance, 109 |
| PPR rebrands, 347gp |
| Preference similarity, 28 |
| Pre-testing, 185 |
| PRI. See Institutional Revolutionary Party |
| Price coordination, 385–389 |
| factors to consider, 385–386 |
| amount of product differentiation, 385 |
| government regulation, 386 |
| internal organization, 386 |
| market integration, 386 |
| nature of channels, 385 |
| nature of competition, 385–386 |
| nature of customers, 385 |
| implementing, 386 |
| centralization, 388 |
| economic measures, 388 |
| formalization, 388 |
| informal coordination, 388–389 |
| Price escalation, 374–376 |
| approaches to deal with, 374 |
| adapting the product to escape tariffs or tax levies, 375 |
| assembling or manufacturing the product in foreign markets, 375 |
| costly features, eliminating, 375 |
| distribution channel, rearranging, 374–375 |
| Price spectrum, 349 |
| Price transparency, 591–592 |
| Pricing, 366–390. See also |
| Currency fluctuations and global pricing; Foreign market pricing; Transfer pricing |
| corridor, 387 |
| and culture, 119–120 |
| global-pricing contracts (GPCs), 386–387 |
| in inflationary environments, 376–378 |
| retail price comparison, 367e |
| Pricing-to-market (PTM), 380 |
| Primary global marketing research, 183–190 |
| contact method, 186–187 |
| anchor contraction effect (ACE), 188 |
| courtesy bias, 187 |
| cross-country comparisons of survey response biases, 188e |
| extreme response style (ERS), 187–188 |
| information collection, 187–189 |
| nay-saying, 187 |
| social desirability bias, 187 |
| yea-saying, 187 |
| cross-cultural marketing research, survey methods for, 184–186 |
| back-translation, 185 |
| cross-country survey research, 185 |
| funny faces scale, 185, 185e |
| parallel translation, 185 |
| pre-testing, 185 |
| questionnaire design, 184–186 |
| scalar equivalence, 185 |
| translation, 185 |
| ethnographic research, 189, 190gp |
| focus groups, 183–184 |
| house-to-house survey, 188 |
| individualism and extremereponse style, 189e |
| observational research, 189–190 |
| sampling plan, 186 |
| shopping mall survey, 188 |
| Principles of international trade, 26 |
| Private-label brands (store brands), 487–488 |
| Probing-and-learning approach, 350 |
| Procter & Gamble, 308 |
| Procurement, 471–474 |
| Product concept, 321 |
| Product design families, 258 |
| Product differentiation strategy, 243 |
| Product piracy, 351–355 |
| strategic options against, 353–355 |
| communication options, 355 |
| customs, 354 |
| distribution, 354–355 |
| legal action, 353–354 |
| lobbying activities, 353 |
| pricing, 355 |
| product policy options, 354 |
| Product placement, 418 |
| Product planning, 17e |
| Product policy, for emerging markets (EMs), 564–567 |
| Products and services, marketing, 333–364, See also Global |
| branding strategies; Product piracy |
| issues in, 334 |
Subject Index

Project Shakti entrepreneurs, 569
Promotion and culture, 120–122
Protecting IP Act (PIPA), 50gp
Prototype standardization, 403
PTM. See Pricing-to-market
Publicity, 421
Pull-out strategy, 83
Purchasing power parity (PPP), 68–69, 215
Push versus pull activities, 572

Q
Qualitative evaluation of salespeople, 443
Quantitative evaluation of salespeople, 443

R
Random factors influencing foreign exchange rates, 71e
Rationalization, 465
RBV. See Resource-based view
Real-time management, 234–235
Recession, 82–83. See also Economic and financial turmoil
worldwide
consumption pattern changes during, 82e
consumer response, 82–83
Corporate response, 83–85
Recording Industry Association of America (RIAA), 50gp
Redundancy, 189
Reference groups, 102
anticipatory groups, 102
dissociative groups, 102
membership groups, 102
Regiocentric approach, 19
Regional economic arrangements, 52–56
free trade area, 53–54
Regional financial crises, responses to, 82–85
Regionalization of global marketing strategy, 260–267
cross-subsidization of markets, 261
emerging markets, strategies for, 264–267
‘Lead Market’ concept, 263–264
regional trading blocs, favorable effects of, 260–261
weak market segments, identification of, 261–263
Regional market agreements, 311
Regional segments, 211
Regression, 231–232
Relationship marketing, 434–435
customer acquisition and customer retention, 434
Religion, 104–106
advertising campaigns and, 105
feng shui (wind-water), 104
holiday calendar, 104
women role in society, 105
Renminbi (yuan), 66–67
Repatriation, 452–453
Replacement effect, 593
Resale price method, 383
Research in global marketing, 174–201. See also Primary
global marketing research; Secondary global marketing research
Japanese market research, 201gp
leveraging the internet for, 190–192. See also under
Internet
managing, 199–200
communication skills, 199
cost, 199
cross-border coordination, 199
multicountry research projects, 200
selecting research agency, 199–200
See also individual entry
new market information
technologies, 197–199
online surveys, 190–191
primary data research, 177e
R&D, operations, and marketing interfaces, 255–257.
See also Interfaces among R&D, operations, and marketing
research hypothesis, 177e
research problem, 177e
research problem formulation, 177–178
omnibus survey, 178
scope of, 176e
secondary data research, 177e
steps to be followed, 176
in the world of beauty, 184gp
Resource allocation, 207–208
for advertising, 397
challenger markets, 207
leader markets, 207
Resource-based view (RBV), 306–307
and appropriability theory, 30–31
dominant design, 30
just-in-time (JIT) manufacturing
management, 30–31
operational and marketing
ability, 30–31
Resources for secondary data, 179, 180e
Reverse innovation, 564
RIAA. See Recording Industry Association of America
Rigid cost-plus pricing, 368
Risk, 276–277
Robinson-Patman Act of 1936, 165
Rolls-Royce, 352e
Russia’s accession to WTO, 44, 45gp

S
Sales management, 426–455.
See also Expatriates
buyer-seller relationships, differences in, 435e
Canada, 435e
China, 435e
France/French Belgium, 435e
Germany/Austria, 435e
Japan, 435e
Latin America, 435e
Russia, 435e
United Kingdom, 435e
in China, importance, 427gp
cross-steps in, 437
objectives, 438–439
recruitment and selection, 440–441
strategy, 439–440
supervision, 441–443
training, 441
cultural considerations, 432–437
corporate (organizational) culture, 433–434
cultural generalization, 433
international personal selling, 432
personal selling, 432
cultural negotiations, 444–448
culture impact on, and personal selling process, 437–444
customer salesforce structure, 439
evaluation, 443–444
foreign governments role, 431
high involvement approaches, 431
intercultural considerations in, 428, 428e
international sales strategy, 428, 428e
in Japan, 430
licensing and, 430
limited involvement approaches, 431
market entry options and, 428–429, 429e
degree of involvement and sales management
issues, 428–429, 429e
mid-level involvement approaches, 431
Myers–Briggs type indicator of personal characteristics, 435–437, 435e
product salesforce structure, 439
relationship marketing, 434–435
customer acquisition and customer retention, 434
sales persons
ethical perceptions in handling, 442–443
management style in approaching, 442
motivation and compensation for, 442
in U.S., 430
word-of-mouth referrals, 436
Sales promotions, 411–412
Sanctions, 133
SBUs. See Strategic business units
Scalar equivalence, 185
Scale economies, 336, 399
Scale of entry, 275–276
Scanning data, 198
Screening, in new products development, 320–321
SDRs. See Special drawing rights
Search engine advertising, 597
Secondary global marketing research, 178–183
Nielsen global omnibus survey (2011), 179e
primary data, 178
problems with secondary data research
accuracy of data, 181
age of data, 181
comparability of data, 182
conceptual equivalence, 182
functional equivalence, 182
lumping of data, 182–183
reliability over time, 181–182
resources for, 179, 180e
category-specific data, 180e
consumer panels, 181
country information (socioeconomic & political conditions), 180e
cultural background, 180e
international commercial law, 180e
international trade, 180e
syndicated datasets, 180
secondary data, 178
SED. See Shipper’s Export Declaration (SED) information
Segmentation, global, 204–232.
See also International market segmentation; Lifestyle Segmentation
Segmentation scenarios, 210–212
antiglobalists (13.1%), 211
civic libertarians (21.5%), 211
global agnostics (7.6%), 211
global citizens (10.1%), 211
global climbers (23.3%), 210
multinational fans (15.5%), 211
pro-west (7.6%), 211
regional segments, 211
unique (diverse) segments, 212
universal or global segments, 210
strategy, 520
Self-reference criterion (SRC), 116
Sequence, in sales negotiation, 445e
Service activities, outsourcing of, 474–478
Services, global marketing of, 360–363
challenges in, 360–361
difficulties in customer satisfaction overseas measurement, 361
need for geographic proximity with service transactions, 360
protectionism, 360
global service marketing, 362–363
add value by differentiation, 363
capitalize on cultural forces in the host market, 362
central role of information technologies (IT), 362
establish global service networks, 363
standardize and customize, 362
opportunities in, 361–362
deregulation of service industries, 361
increased value consciousness, 361–362
increasing demand for premium services, 361
SES. See Socioeconomic strata
Sherman Antitrust Act of 1890, 165
Shift from mass to micro marketing, 198
Shipper’s Export Declaration (SED) information, 503
Shopping mall survey, 188
Short messaging service (SMS) advertising, 403–404
Short-term capital, 76
Short-term-oriented cultures, 110
Short-term-oriented solutions to recession, 83
Silent language, 97
types of, 97
agreements, 97
friendship patterns, 97
material possessions, 97
space, 97
time, 97
Single-party-dominant country, 129
Single-source data, 197–198
Small and medium-sized enterprises (SMEs), 577
new opportunities for, 89–90
SMS. See Short messaging service
Smuggling, 524–525gp
SNS. See Social networking site
Social desirability bias, 187
Social interactions, 101–102
extended family, 101
individual’s reference groups, 102
nuclear family, 101
Socialism, 128
Social media, 192
Social networking site (SNS) market, 555
Social pressures and political risk, 138–144
social pressures and special interests, 138–141
structural adjustment program, 139
Socioeconomic strata (SES) analysis, 215
Socioeconomic variables, 214–216
‘Soft’ versus ‘hard’ control levers, 545
Sogoshosha (general trading companies), 430
Solo branding, 340
SOPA. See Stop Online Piracy Act
Sourcing strategy, managing, 459, 470–478
comparative advantage, 470
competitive advantage, 470
core services, 477
procurement, 471–474
supplementary services, 477
types of, 471–474
domestic in-house sourcing, 472
domestic sourcing, 471
intrafirm sourcing, 471, 471e
offshore sourcing, 471, 471e
outsourcing, 471, 471e
South American financial crisis, 80
Southern Common Market (MERCOSUR), 260
South Korea
U.S. trade deals with, 148gp
Wal-Mart leaving, 299e
Special drawing rights (SDRs), 65
Specific duty, 516
Spoken language, 97
Subject Index

Sponsorships, 414–416
  benefits, 414–415
  risks, 415
Spot foreign exchange versus forward, 72–73
Sprinkler strategies, 323–326
SRC. See Self-reference criterion (SRC)
Stakeholder engagement programs, 626–628
  implementation, 627–628
  information provision, 626–627
  input on decision-making, 627
  monitoring, 628
  standard setting, 627
Standardization, 309–315. See also Incremental break-even analysis (IBEA)
  versus ‘adaptation’ debate, 398
  drivers to
    advertising regulations, 401
    cultural differences, 400–401
    market maturity, 401
    “Not Invented Here” (NIH) syndrome, 401
  versus customization, 309–315
  drivers toward, 310–312
    localization, 310
  forces favoring
    common customer needs, 310
    global customers, 311
    regional market agreements, 311
    scale economies, 311
    time-to-market, 311
  merits of, 398–400
    consistent image, 399
    creative talent, 399–400
    cross-fertilization, 400
    global consumer segments, 399
    globalization of media, 399
    scale economies, 399
  modular product design strategies, 312–313
  overstandardization, 315
  prototype standardization, 403
Stopford-Wells staged model, 541
Stop Online Piracy Act (SOPA), 508
Strategic alliances, 286
Strategic business units (SBUs), 532
Strategic marketing planning, 529–530
  action plans, 529
  bottom-up versus top-down strategic planning, 529
  objectives and targets, 529
  pitfalls, 529–530
  situation analysis, 529
  strategies, 529
Strategies, marketing, 233–268. See also Emerging markets (EMs); Entry strategies; Global Strategy; Regionalization of global marketing strategy
  competitive analysis, 267–268
  competitor-focused approaches, 246
  creative destruction, 248
  customer-focused approaches, 246–248
  degree of standardizability of products in world markets, 254e
  emerging markets, strategies for, 264–267
  first-mover advantage versus first-mover disadvantage, 244–245
  hypercompetition, 248
  interdependency, 248–249
  R&D, operations, and marketing interfaces, 255–257. See also Interfaces among R&D, operations, and marketing
  SWOT analysis, 267–268
  value chain, 234
  variation in content and coverage of, 250e
  Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, 267–268
  Structural adjustment program, 139
  Structure of government, 128–130
    capitalism, 128
    communism, 128
    ideology, 128–129
    Institutional Revolutionary Party (PRI), 129
    National Action Party (PAN), 129
    planned economies, 129
    political parties, 129–130
    single-party-dominant country, 129
    socialism, 128
  Substantive Patent Law Treaty (SPLT), 165
  Substitute products/services, threat of, 242–243
  Substitution drawback, 517
  Summary axing, 345–346
  Sunk costs, 369
  Supplementary services, 477
  Supply chain management, steps to be taken in, 611
  assess, 611
  commit, 611
  communicate progress, 611
  define and implement, 611
  measure, 611
  Supply chain sustainability, 611
  Sustainable marketing, 605–636
  case for sustainability, 613–615
    brand loyalty, 614
    reputation in consumer markets, 613–614
    reputation in labor and equity markets, 615
    safeguard future supplies, 614
  challenges for, 615–618
    cultural tensions, 615–617
    poor infrastructure, 618
    sustainability image, 617–618
  consumer boycotts, 635–636
  crisis management, 633–636
  and global consumers, 618–620
  global corporate citizenship, 604–606
  global stakeholder engagement programs, 626–628
  ISO 26000 standard centers, 605
  marketing mix policy for global market place, 628–633
  communication and sustainability, 631–633
  developing sustainable products and services, 628–639
  sustainability and distribution channels, 633
  sustainable pricing, 630–631
  sustainable strategy, developing and implementing, 620–626
  developing metrics for monitoring and reporting (Step 5), 625
  implementing (Step 4), 623–625
  setting objectives and targets (Step 1), 621
  specifying strategic sustainability initiatives (Step 3), 621–623
  understanding the operating environment (Step 2), 621
  UNGC’s ten principles, 605e
  United Nations Global Compact (UNGC), 605
  Sustainable packaging, 630–631
  SWOT. See Strengths, Weaknesses, Opportunities, and Threats
  Syndicated datasets, 180

T
  Takeoff time for a new product, 326
  Tariff barriers, 133, 134e
  Tariff concessions, 511
Technological gap, 28
Temporary Importation Under Bond (TIB), 517
Terminology, global marketing, 2
Terrorism and the world economy, 145–147
fast-track trade authority, 147
Test marketing, 321–323
lead market, 322
merits, 322
shortcomings, 322
Third-party logistics (3PL) management, 467–468
TIB. See Temporary Importation Under Bond
Tied Aid Capital Projects Fund, 511
Time-to-takeoff, 317
Top-down budgeting, 397
Top-down strategic planning, 529
Traceless System, 158
Tracking technology, 458
Trade audit, 194–195
Trade balance, 76
Trade laws, 133–134
Trademark, 160–161
Trade Related Aspects of Intellectual Property Rights (TRIPS), 44, 48–49, 158
global E-commerce, 49
Trade secret, 161–162
Trade shows, 417–418
Trading company, 501
Transaction-cost economics (TCE), 306
Transaction cost theory, 29–30
derminants of, 381–382
stakeholders, 381
influencing factors, 381
MNC’s’s consideration criteria, 382
cost-based pricing, 383
joint venture partner, 382
local market conditions, 382
market-based transfer pricing, 382
market imperfections, 382
morale of local country managers, 382
negotiated pricing, 383
non-market-based pricing, 383
tax regimes, 382
risk of transfer pricing tax audits, 383–384
Transfer risk, 506
Transition economies, 549
Translation, 185
Transnational organization, 538
Transparent forewarning, 345
Treaties, 151
Triad regions of the world (North America, Western Europe, Japan), 3, 41
TRIPS. See Trade Related Aspects of Intellectual Property Rights
Truly global product development, 326–328
Two-stage international segmentation, 209–210
macro-segmentation, 209
micro-segmentation, 209–210
U
Uncertainty avoidance, 109
versus power distance, 111
UNCITRAL. See United Nations Commission on International Trade Law
Unconfirmed irrevocable letter of credit, 507
UNGC. See United Nations Global Compact
Unilateral transfers, 76
Unique (diverse) segments, 212
Unique selling proposition (USP), 220
United Nations Commission on International Trade Law
United Nations Conference Trade and Development (UNCTAD), 45gp
United Nations Global Compact (UNGC), 605
United States, 165–166
See also under Antitrust laws and the European Union, government regulations and trade war, 135gp
export control in, balancing act between free trade and tight security, 512gp
foreign trade zone (FTZ) in, 480e
government role in promoting exports, 509
U.S. dollar, historical role of, 62–63
U.S. trade deals with South Korea, 148gp
Universal or global segments, 210
Universal positioning appeals, 225
levels, 225
versus localized positioning strategies, 222–224
Uruguay Round, 44
USP. See Unique selling proposition
U.S. subprime mortgage loan crisis, 80–81
subsequent global financial crisis, 80–81
V
Validated license, 503
Value-based segmentation, 220
Value chain, 234
Value systems and culture, 107–108
Value-to-volume ratio, 462
Video game industry, 262gp
Microsoft, 262gp
Nintendo, 262gp
Sony, 262gp
Viral marketing, 420–421
Virtual shopping malls, 596
Virtual teamwork, guidelines, 539e
VITA COCO, 319gp
Vocabulary, 99
W
Warehousing, 464–467
inventory management, 464–467
benefiting from tax differences, 465
cabotage rules in the NAFTA, 466gp
hedging against inflation and exchange rate fluctuations, 464
logistical integration, 465
rationalization, 465
Wassenaar arrangement, 150–151
Waterfall model, 323–326
Weak market segments, identification of, 261–263
Weak market segments, identification of, 261–263
Web-based global NPD, 589–590
Web-based marketing of services, 590–591
global pricing and, 591–593
price transparency, 591–592
heterogeneity, 590
intangibility, 590
simultaneity, 590
Web visitor tracking, 191
Wholly owned subsidiaries, 292–296
acquisitions and mergers, 293–296
benefits, 292–293
caveats, 293
Wholly owned subsidiaries
(Continued)
greenfield operations, 296
routes, 292
acquisitions, 292
greenfield operations, 292
WIPO. See World Intellectual Property Organization
Word-of-mouth marketing, 420
Word-of-mouth referrals, 436

World Bank, 65
World Intellectual Property Organization (WIPO), 162
WIPO Copyright Treaty, 164
World Trade Organization (WTO), 32, 44, 45gp, 46–47, 158, 353, 360
China’s accession to, and its implications, 45gp
Russia’s accession to, 45gp

World Value Survey (WVS), 114–115
survival/self-expression dimension, 114e
traditional/secular-rational dimension, 114e
World Wide Web, 520
WTO. See World Trade Organization
WVS. See World Value Survey