

Detailed Contents

Preface vii

About the Authors xv

PART ONE

The International Environment

CHAPTER 1 The International Marketing Imperative 2

THE INTERNATIONAL MARKETPLACE 1.1: The Janus Faces of Globalization 2

What International Marketing Is 3

The Importance of World Trade 5

Global Linkages 6

THE INTERNATIONAL MARKETPLACE 1.2: Cork versus Plastic 7

Domestic Policy Repercussions 8

THE INTERNATIONAL MARKETPLACE 1.3: Does International Marketing Create Peace? 10
Opportunities and Challenges in International Marketing 10

THE INTERNATIONAL MARKETPLACE 1.4: A Glimpse of the World in the
New Century 11

The Goals of This Book 14

Summary 15

Questions for Discussion 16

Internet Questions 16

APPENDIX A Basics of Marketing 17

Strategic Marketing 17

Target Market Selection 17

Marketing Management 19

The Marketing Process 20

APPENDIX B Geographical Perspectives on International Marketing 21

Location 22

Place 22

Natural Features 22

Human Features 24

Interaction 24

Movement 25

Region 27

CHAPTER 2 International Trade Institutions and U.S. Trade Policy 30

THE INTERNATIONAL MARKETPLACE 2.1: Who Should Regulate
E-Commerce? 30

The Historical Dimension 31

The Emergence of Global Division 33

Transnational Institutions Affecting World Trade	33
World Trade Organization (WTO)	33
THE INTERNATIONAL MARKETPLACE 2.2: THE WTO: From Specialty Group to Public Forum	35
International Monetary Fund (IMF)	36
World Bank	36
Regional Institutions	37
THE INTERNATIONAL MARKETPLACE 2.3: A World Bank Perspective on Child Labor	38
The Current U.S. International Trade Position	39
A Diagnosis of the U.S. Trade Position	41
The Impact of Trade and Investment on the United States	42
The Effect of Trade	42
The Effect of International Investment	43
Policy Responses to Trade Problems	45
Restrictions of Imports	45
THE INTERNATIONAL MARKETPLACE 2.4: Toying with Tariffs	47
Export Promotion Efforts	51
A Strategic Outlook	52
THE INTERNATIONAL MARKETPLACE 2.5: A Marketing Approach to Trade	53
Summary	54
Questions for Discussion	55
Internet Questions	55
Recommended Readings	55
APPENDIX A Members of the U.S. Trade Promotion Coordination Committee (TPCC)	56

CHAPTER 3 The Cultural Environment 57

THE INTERNATIONAL MARKETPLACE 3.1: Making Culture Work for Your Success	57
Culture Defined	59
The Elements of Culture	62
THE INTERNATIONAL MARKETPLACE 3.2: Culture Wars	63
Language	64
Nonverbal Language	66
Religion	67
Values and Attitudes	69
Manners and Customs	70
THE INTERNATIONAL MARKETPLACE 3.3: Soup: Now It's Mmmm-Mmmm-Global!	72
Material Elements	74
THE INTERNATIONAL MARKETPLACE 3.4: U.S. Stores in Japan	75
Aesthetics	78
Education	78
Social Institutions	79
Sources of Cultural Knowledge	80
Cultural Analysis	82
The Training Challenge	86
THE INTERNATIONAL MARKETPLACE 3.5: On-Line Cultural Training	89
Summary	90
Questions for Discussion	90
Internet Questions	90
Recommended Readings	91

CHAPTER 4 The Economic Environment 92

- THE INTERNATIONAL MARKETPLACE 4.1: The Global Economy 92
- Market Characteristics 97
 - Population 98
- THE INTERNATIONAL MARKETPLACE 4.2: In The Search of the New China 104
- Infrastructure 107
- THE INTERNATIONAL MARKETPLACE 4.3: Bringing the New Economy to New Markets 112
- Foreign Involvement in the Economy 113
- Impact of the Economic Environment on Social Development 113
- Regional Economic Integration 118
 - THE INTERNATIONAL MARKETPLACE 4.4: The World of Trading Blocs 119
 - Levels of Economic Integration 120
 - European Integration 121
 - North American Integration 123
 - Other Economic Alliances 126
 - Economic Integration and the International Marketer 128
- THE INTERNATIONAL MARKETPLACE 4.5: Supporting Free Trade in Asia 130
- Summary 131
- Questions for Discussion 132
- Internet Questions 132
- Recommended Readings 132

CHAPTER 5 The Financial Environment 133

- THE INTERNATIONAL MARKETPLACE 5.1: Easing the Credit Crunch 133
- Credit Policy 134
- Types of Financial Risk 136
- Sources of Financing 137
 - Commercial Banks 137
 - Forfaiting and Factoring 138
 - Official Trade Finance 139
- THE INTERNATIONAL MARKETPLACE 5.2: Inside the Export-Import Bank 141
- THE INTERNATIONAL MARKETPLACE 5.3: Going for the Government Contracts 148
- Private Sector Export Credit Insurance 149
- Financial Risk Management 149
 - THE INTERNATIONAL MARKETPLACE 5.4: Now for the Hard Part: Getting Paid for Exports 152
 - Foreign Exchange Risk 153
 - The Foreign Exchange Market 153
 - The Management of Foreign Exchange Risk 155
 - Dealing with Financial Crises 157
- Summary 159
- Questions for Discussion 159
- Internet Questions 159
- Recommended Readings 160

CHAPTER 6 The International Political and Legal Environment 161

- THE INTERNATIONAL MARKETPLACE 6.1: Is Your French Wine Really From Mexico? 161

Home Country Political and Legal Environment	162
Embargoes and Sanctions	163
THE INTERNATIONAL MARKETPLACE 6.2: Unilateral Sanctions: Who Really Loses?	164
Export Controls	165
THE INTERNATIONAL MARKETPLACE 6.3: Natural Security Stalls High-Tech Industry	166
A Changed Environment for Export Controls	168
Export Control Problems and Conflicts	169
Import Controls	170
Regulation of International Business Behavior	170
Host Country Political and Legal Environment	173
Political Action and Risk	173
Legal Differences and Restraints	178
THE INTERNATIONAL MARKETPLACE 6.4: The Steel Dumping Controversy	180
THE INTERNATIONAL MARKETPLACE 6.5: Two Air Disasters, Two Cultures, Two Remedies	181
The Influencing of Politics and Laws	181
The International Environment	184
International Politics	184
International Law	185
Summary	186
Questions for Discussion	186
Internet Questions	186
Recommended Readings	187
CASES Part One	
Video Case: Global Vendor Relations at Pier 1 Imports	188
IKEA in the USA	190
The World Car Market	195
Hong Kong: The Market of the Future or No Future	200
U.S. Tobacco Exports: A New Perspective	207
The Once and Future Ivory Trade	212
One Afternoon at the United States International Trade Commission	218

PART TWO

Beginning International Marketing Activities

CHAPTER 7 Building the Knowledge Base 224

THE INTERNATIONAL MARKETPLACE 7.1: Hong Kong Trade at the Click of a Mouse	224
Defining the Issue	225
International and Domestic Research	226
New Parameters	226
New Environments	226
Number of Factors Involved	226
Broader Definition of Competition	227
Recognizing the Need for Research	227
The Benefits of Research	228
Determining Research Objectives	229
Going International: Exporting	229
Going International: Importing	230
Market Expansion	231
Determining Secondary Information Requirements	231

THE INTERNATIONAL MARKETPLACE 7.2: Electronic Information Sources on the EU 232

Sources of Data 232

- Governments 232
- International Organizations 233
- Service Organizations 233
- Trade Associations 233
- Directories and Newsletters 233
- Electronic Information Services 234
- Other Firms 234

Evaluating Data 236

Analyzing and Interpreting Secondary Data 236

- Data Privacy 236

The Primary Research Process 237

THE INTERNATIONAL MARKETPLACE 7.3: Privacy Can Be Contentious 237

- Determining Information Requirements 238
- Industrial versus Consumer Research 238
- Determining Research Administration 239
- Determining the Research Technique 240
- Designing the Survey Questionnaire 245
- Developing the Sampling Plan 248
- Data Collection 248
- Analyzing and Interpreting Primary Data 248

THE INTERNATIONAL MARKETPLACE 7.4: Creative Primary Research 249

- Presenting Research Results 249
- Follow-Up and Review 249

The International Information System 250

- Environmental Scanning 251
- Delphi Studies 252
- Scenario Building 253

Summary 254

Questions for Discussion 254

Internet Questions 254

Recommended Readings 255

APPENDIX A Information Sources for Marketing Issues 256

- European Union 256
- United Nations 257
- U.S. Government 257
- Selected Organizations 258
- Indexes to Literature 259
- Directories 259
- Encyclopedias, Handbooks, and Miscellaneous 259
- Periodic Reports, Newspapers, Magazines 260
- Selected Trade Databases 261
- Trade Publication References with Bibliographic Keywords 261
- Trade Publication References with Summaries 261
- Full Text of Trade Publications 261
- Statistics 261
- Price Information 261
- Company Registers 262
- Trade Opportunities, Tenders 262

Tariffs and Trade Regulations	262
Standards	262
Shipping Information	262
Others	262
APPENDIX B Description of Selected U.S. Government Publications and Services	263
Macro Data	263
Country Information	263
Product Information	264
Services	264

CHAPTER 8 The Export Process 265

THE INTERNATIONAL MARKETPLACE 8.1: Exporting On-Line	265
Motivations to Internationalize	266
Proactive Motivations	268
THE INTERNATIONAL MARKETPLACE 8.2: The Personal Touch in Exporting	269
Reactive Motivations	270
Change Agents	272
Internal Change Agents	273
THE INTERNATIONAL MARKETPLACE 8.3: An Accidental Exporter	274
External Change Agents	274
THE INTERNATIONAL MARKETPLACE 8.4: The Ghana Export School	276
Internationalization Stages	277
Internationalization Concerns	278
Stage 1: The Completely Uninterested Firm	279
Stage 2: The Partially Interested Firm	279
Stage 3: The Exploring Firm	280
Stage 4: The Experimental Exporter	280
Stage 5: The Experienced Small Exporter	281
Stage 6: The Experienced Larger Exporter	281
Corporate Strategy and Exporting	282
Summary	283
Questions for Discussion	284
Internet Questions	284
Recommended Readings	284

CHAPTER 9 Export Intermediaries, Licensing, and Franchising 285

THE INTERNATIONAL MARKETPLACE 9.1: Sogoshosha: Surviving in Changing Times	285
Export Intermediaries	286
Export Management Companies	286
Webb-Pomerene Associations	288
Trading Companies	289
Licensing and Franchising	292
Licensing	293
Assessment of Licensing	293
THE INTERNATIONAL MARKETPLACE 9.2: Success in China Licensing	294
Principal Issues in Negotiating Licensing Agreements	295
Trademark Licensing	296
Franchising	296
THE INTERNATIONAL MARKETPLACE 9.3: Food Franchisers Continue the International Voyage	297

Summary 301
Questions for Discussion 301
Internet Questions 301
Recommended Readings 302

CHAPTER 10 Product Adaptation 303

THE INTERNATIONAL MARKETPLACE 10.1: Europeanizing Products 303
Product Variables 305
Standardization versus Adaptation 306
Factors Affecting Adaptation 308
The Market Environment 310
Government Regulations 310
Nontariff Barriers 310
Customer Characteristics, Expectations, and Preferences 312
THE INTERNATIONAL MARKETPLACE 10.2: The Muppets Hit Ulitsa Sezam, Zhima Jie, Shara'a Simsim, and Rechov Sumsum 316
Climate and Geography 317
Product Characteristics 317
Product Constituents 318
Branding 318
Packaging 319
THE INTERNATIONAL MARKETPLACE 10.3: When There Is More to a Name 320
Appearance 321
THE INTERNATIONAL MARKETPLACE 10.4: Thinking Green in Packaging 322
Method of Operation or Usage 323
Quality 323
Service 324
Country-of-Origin Effects 324
Company Considerations 325
Product Counterfeiting 326
THE INTERNATIONAL MARKETPLACE 10.5: The Phantom Pirates 327
Summary 329
Questions for Discussion 330
Internet Questions 330
Recommended Readings 330

CHAPTER 11 Export Pricing Strategies 331

THE INTERNATIONAL MARKETPLACE 11.1: Adjusting to the Currency Squeeze 331
Price Dynamics 332
The Setting of Export Prices 334
Export Pricing Strategy 335
Export-Related Costs 336
THE INTERNATIONAL MARKETPLACE 11.2: The Exporter's Pricing Dilemma 337
Terms of Sale 340
Terms of Payment 342
THE INTERNATIONAL MARKETPLACE 11.3: Penetrating Foreign Markets by Controlling Export Transport 343
Adjusting to Foreign Currency Fluctuations 349
Price Negotiations 352
Leasing 352

Dumping 353

THE INTERNATIONAL MARKETPLACE 11.4: Dumping in the United States 355

Summary 355

Questions for Discussion 356

Internet Questions 356

Recommended Readings 356

CHAPTER 12 International Communications 357

THE INTERNATIONAL MARKETPLACE 12.1: Making Deals in Any Language 357

The Marketing Communications Process 358

International Negotiations 360

Stages of the Negotiation Process 361

How to Negotiate in Other Countries 362

THE INTERNATIONAL MARKETPLACE 12.2: Interpreters as Part of the Marketing Team 364

Marketing Communications Strategy 365

THE INTERNATIONAL MARKETPLACE 12.3: Integrated Marketing Communications to Create Awareness 368

Communications Tools 370

Business/Trade Journals, and Directories 370

Direct Marketing 372

Internet 374

Trade Shows and Missions 378

Personal Selling 380

THE INTERNATIONAL MARKETPLACE 12.4: At the Fair 382

THE INTERNATIONAL MARKETPLACE 12.5: Automating the Sales Force 385

Summary 386

Questions for Discussion 387

Internet Questions 387

Recommended Readings 387

CHAPTER 13 Channels and Distribution Strategies 388

THE INTERNATIONAL MARKETPLACE 13.1: Different Ways of Getting the Job Done in Latin America 388

Channel Structure 390

Channel Design 391

Customer Characteristics 391

Culture 392

THE INTERNATIONAL MARKETPLACE 13.2: Retailers to the World 395

Competition 395

Company Objectives 396

Character 397

Capital 398

Cost 398

Coverage 399

Control 400

Continuity 400

Communication 401

Selection of Intermediaries 402

Types of Intermediaries 402

- Sources for Finding Intermediaries 403
- THE INTERNATIONAL MARKETPLACE 13.3: Putting the Best Foot Forward 404
- Screening Intermediaries 408
- The Distributor Agreement 410
- Channel Management 413
 - Factors in Channel Management 413
 - Gray Markets 415
 - THE INTERNATIONAL MARKETPLACE 13.4: Country of Origin and Gray Markets 418
 - Termination of the Channel Relationship 420
- E-Commerce 421
 - THE INTERNATIONAL MARKETPLACE 13.5: Mastering the Japanese Distribution Maze 422
 - THE INTERNATIONAL MARKETPLACE 13.6: E-Commerce in Emerging Markets 424
- Summary 426
- Questions for Discussion 426
- Internet Questions 426
- Recommended Readings 426

- CASES Part Two
 - Water from Iceland 427
 - Joemarin Oy 433
 - Sperry/MacLennan Architects and Planners 439
 - Spectrum Color Systems, Inc. 444
 - Video Case: Lakewood Chopsticks Exports 450
 - Otjiwarongo Crocodile Ranch 453
 - Damar International 459

PART THREE

Global Marketing Management

CHAPTER 14 Global Strategic Planning 464

- THE INTERNATIONAL MARKETPLACE 14.1: Appliance Makers on a Global Quest 464
- Global Marketing 465
 - Globalization Drivers 466
 - THE INTERNATIONAL MARKETPLACE 14.2: Born Global 469
- The Strategic Planning Process 470
 - Understanding and Adjusting the Core Strategy 470
 - Formulating Global Marketing Strategy 472
 - THE INTERNATIONAL MARKETPLACE 14.3: Global Segments Based on Values 478
 - Global Marketing Program Development 479
 - Implementing Global Marketing 481
 - Localizing Global Marketing 482
 - THE INTERNATIONAL MARKETPLACE 14.4: Finding the Fit Overseas 483
- Summary 485
- Questions for Discussion 485
- Internet Questions 486
- Recommended Readings 486

CHAPTER 15 Global Market Expansion 487

- THE INTERNATIONAL MARKETPLACE 15.1: Nike Investments: Global Production and Working Conditions 487
- Foreign Direct Investment 488
- Major Foreign Investors 489
 - Reasons for Foreign Direct Investment 490
 - A Perspective on Foreign Direct Investors 494
- THE INTERNATIONAL MARKETPLACE 15.2: Working for a Foreign-Owned Firm 496
- Types of Ownership 497
- THE INTERNATIONAL MARKETPLACE 15.3: One Company Chooses Three Modes of International Investment 498
- THE INTERNATIONAL MARKETPLACE 15.4: Small Firms Use Alliances Too 503
- Contractual Arrangements 504
- Summary 506
- Questions for Discussion 507
- Internet Questions 507
- Recommended Readings 507

CHAPTER 16 Product and Brand Management 508

- THE INTERNATIONAL MARKETPLACE 16.1: Anatomy of a Global Product Launch 508
- Global Product Development 510
 - The Product Development Process 511
 - The Location of R&D Activities 515
- THE INTERNATIONAL MARKETPLACE 16.2: Centers of Excellence 517
- The Organization of Global Product Development 518
- The Testing of New Product Concepts 519
- The Global Product Launch 521
- Management of the Product and Brand Portfolio 521
 - Analyzing the Product Portfolio 522
 - Managing the Brand Portfolio 525
- THE INTERNATIONAL MARKETPLACE 16.3: Development and Management of a Global Brand 529
- THE INTERNATIONAL MARKETPLACE 16.4: Here Come the Private Brands 532
- Summary 534
- Questions for Discussion 534
- Internet Questions 534
- Recommended Readings 535

CHAPTER 17 Services Marketing 536

- THE INTERNATIONAL MARKETPLACE 17.1: The Global Temp 536
- Differences between Services and Goods 537
 - Linkage between Services and Goods 539
 - Stand-Alone Services 539
- The Role of Services in the U.S. Economy 543
- The Role of International Services in the World Economy 546
- Global Transformation of Services 546
 - THE INTERNATIONAL MARKETPLACE 17.2: The Effects of Global Telecom Deregulation 547
- International Trade Problems in Services 548
 - Data Collection Problems 549
 - Regulation of Services Trade 550

Government Responses to Problems in International Services Marketing	551
Corporate Involvement in International Services Marketing	552
Services and E-Commerce	552
Typical International Services	553
THE INTERNATIONAL MARKETPLACE 17.3: A New Services Industry: Finding Basketball Players	556
Starting to Market Services Internationally	558
Strategic Implications of International Services Marketing	558
Summary	560
Questions for Discussion	561
Internet Questions	561
Recommended Readings	561

CHAPTER 18 Global Pricing Strategies 562

THE INTERNATIONAL MARKETPLACE 18.1: A Global Tax War?	562
Transfer Pricing	563
Use of Transfer Prices to Achieve Corporate Objectives	565
Transfer Pricing Challenges	566
THE INTERNATIONAL MARKETPLACE 18.2: Advance Pricing Agreements: Knocking on the IRS's Door	569
Pricing within Individual Markets	570
Corporate Objectives	570
Costs	572
THE INTERNATIONAL MARKETPLACE 18.3: Just Do It in a Recession!	573
Demand and Market Factors	574
Market Structure and Competition	574
THE INTERNATIONAL MARKETPLACE 18.4: When a Rose Is Not a Rose	575
Environmental Constraints	576
Pricing Coordination	577
The Euro and Marketing Strategy	577
THE INTERNATIONAL MARKETPLACE 18.5: Coordinating Prices in Integrating Markets	579
Summary	580
Questions for Discussion	581
Internet Questions	581
Recommended Readings	581

CHAPTER 19 Logistics and Supply Chain Management 582

THE INTERNATIONAL MARKETPLACE 19.1: Global Supply Chain Management at McDonald's	582
A Definition of International Logistics	583
Supply-Chain Management	585
The Impact of International Logistics	585
The New Dimensions of International Logistics	587
International Transportation Issues	588
Transportation Infrastructure	588
Availability of Modes	588
THE INTERNATIONAL MARKETPLACE 19.2: Containerization Sells Rotterdam Port	590
Choice of Modes	590
The International Shipment	595

Documentation	595
Support Agencies for International Shipments	597
International Inventory Issues	599
THE INTERNATIONAL MARKETPLACE 19.3: Switching to Global Electronic Orders	600
International Storage Issues	601
Storage Facilities	601
Foreign Trade Zones	602
International Packaging Issues	603
Management of International Logistics	605
Centralized Logistics Management	605
Decentralized Logistics Management	605
Contract Logistics	606
THE INTERNATIONAL MARKETPLACE 19.4: Outsourcing the Logistics Function	607
The Supply Chain and the Internet	608
THE INTERNATIONAL MARKETPLACE 19.5: Internet to Lead Delivery Changes	609
Logistics and the Environment	610
THE INTERNATIONAL MARKETPLACE 19.6: Reverse Logistics Management Is Crucial	611
Summary	612
Questions for Discussion	613
Internet Questions	613
Recommended Readings	613

CHAPTER 20 Global Promotional Strategies 614

THE INTERNATIONAL MARKETPLACE 20.1: One Giant Hello, the Whole World Over	614
Planning Promotional Campaigns	615
The Target Audience	616
Campaign Objectives	617
THE INTERNATIONAL MARKETPLACE 20.2: Nurturing a Global Image	618
The Budget	619
Media Strategy	620
THE INTERNATIONAL MARKETPLACE 20.3: The World Wants Its MTV!	626
The Promotional Message	629
The Campaign Approach	632
Measurement of Advertising Effectiveness	636
Other Promotional Elements	638
Personal Selling	638
Sales Promotion	639
Public Relations	641
Sponsorship Marketing	643
THE INTERNATIONAL MARKETPLACE 20.4: Expanding the Social Vision: Global Community Relations	645
Summary	646
Questions for Discussion	646
Internet Questions	646
Recommended Readings	646

CHAPTER 21 Marketing Organization, Implementation, and Control 648

THE INTERNATIONAL MARKETPLACE 21.1: Procter & Gamble: Organization 2005	648
---	-----

- Organizational Structure 650
 - Organizational Designs 650
 - THE INTERNATIONAL MARKETPLACE 21.2: Restructuring for Global Competitiveness 656
 - Implementation 660
 - Locus of Decision Making 661
 - Factors Affecting Structure and Decision Making 662
 - The Networked Global Organization 663
 - Promoting Internal Cooperation 664
 - The Role of Country Organizations 666
 - THE INTERNATIONAL MARKETPLACE 21.3: Characteristics of Success 667
 - Control 669
 - Types of Controls 669
 - THE INTERNATIONAL MARKETPLACE 21.4: International Best Practice Exchange 670
 - Exercising Control 673
- Summary 675
- Questions for Discussion 675
- Internet Questions 675
- Recommended Readings 676

- CASES Part Three
 - Amazon.com 677
 - Benetton 683
 - Parker Pen Company 685
 - Nova Scotia 688
 - AOL: International Expansion 694
 - Nike in Southeast Asia 696
 - Video Case: ESPN 699
 - Aftermath of an Environmental Disaster: Union Carbide in Bhopal 701
 - Establishing an Overseas Law Office 705
 - Video Case: Whirlpool and the Global Appliance Industry 708
 - Attracting Foreign Direct Investment: German Luxury Cars in the U.S. 712
 - Comeback from a Near-Death Experience: Audi of America 1992–1997 716
 - Marketing and the Environment: Tuna versus Dolphins 720

PART FOUR International Marketing Transitions

CHAPTER 22 Countertrade 726

- THE INTERNATIONAL MARKETPLACE 22.1: Countertrade Jumpstarts Economy 726
- Countertrade Defined 727
- Why Countertrade? 728
- Types of Countertrade 730
 - THE INTERNATIONAL MARKETPLACE 22.2: Do Offsets Harm the Economy? 734
 - THE INTERNATIONAL MARKETPLACE 22.3: Swapping Debt for Education 736
- Official Positions Toward Countertrade 737
 - Official U.S. Policy 737
 - Other Government Views 738
 - Attitudes of International Organizations 739
- The Corporate Situation 740
 - THE INTERNATIONAL MARKETPLACE 22.4: Using Countertraded Goods 741

The Emergence of New Intermediaries 741
 Preparing for Countertrade 743
 Summary 744
 Questions for Discussion 745
 Internet Questions 745
 Recommended Readings 745

CHAPTER 23 Newly Emerging Markets 746

THE INTERNATIONAL MARKETPLACE 23.1: New Competition from Hungary Gathers Global Support 746
 Marketing and the Newly Emerging Market Economies 747
 A Brief Historical Review 748
 The Demise of the Socialist System 750
 The Realities of Economic Change 751
THE INTERNATIONAL MARKETPLACE 23.2: Women and Work: Has Transition Helped? 753
 Adjusting to Rapid Change 754
THE INTERNATIONAL MARKETPLACE 23.3: Russia's Rich and Poor 755
 International Marketing Opportunities and Challenges 757
 Marketing in the Newly Emerging Democracies 757
 Sourcing from the Newly Emerging Democracies 758
 Marketing with State-Owned Enterprises 760
 Reason for the Existence of State-Owned Enterprises 760
 Relevance of State-Owned Enterprises to the International Marketer 760
 The Strategic Response to the State-Owned Enterprise 761
 Privatization 762
THE INTERNATIONAL MARKETPLACE 23.4: Privatizing South Africa 763
 Summary 764
 Questions for Discussion 764
 Internet Questions 764
 Recommended Readings 764

CHAPTER 24 The Future 766

THE INTERNATIONAL MARKETPLACE 24.1: The Internet Offers Marketing Linkages 766
 The International Marketing Environment 767
 A Regional Perspective 767
 The International Financial Environment 770
 The Societal Environment 770
 The Technological Environment 772
 The Trade Framework 773
 Governmental Policy 774
 The Future of International Marketing Management 776
 International Planning and Research 776
THE INTERNATIONAL MARKETPLACE 24.2: Ford, Microsoft Join Forces to Create OnLine Built-to-Order Cars 777
 International Product Policy 777
 International Communications 780
 Distribution Strategies 780
 International Pricing 780
THE INTERNATIONAL MARKETPLACE 24.3: Global Reach with Japanese Cybermail 781

THE INTERNATIONAL MARKETPLACE 24.4: International Experience: Key to the Executive Suite 782

- Careers in International Marketing 782
 - Further Training 782
 - Employment with a Large Firm 783
 - Employment with a Small- or Medium-Sized Firm 785
 - Self-Employment 785
- Summary 787
- Questions for Discussion 787
- Internet Questions 787
- Recommended Readings 787

- CASES Part Four**
- Kadimi Group of Companies (India): Exports 788
 - Customer Service Online: The HP DesignJet 792
 - Ecological Cooling: The Fridge from Eastern Germany 799
 - McDonnell Douglas: The F-18 Hornet Offset 802
 - An Expatriate Tour in El Salvador 809
 - Video Case: A Taste of the West 813

Credits and Acknowledgments P-1

Name Index I-1

Subject Index I-7