In Memoriam:
Warren J. Keegan 1936–2014

—MCG
Brief Contents

Preface xvi
Acknowledgments xx

PART ONE INTRODUCTION 2
Chapter 1 Introduction to Global Marketing 2

PART TWO THE GLOBAL MARKETING ENVIRONMENT 40
Chapter 2 The Global Economic Environment 40
Chapter 3 The Global Trade Environment 72
Chapter 4 Social and Cultural Environments 106
Chapter 5 The Political, Legal, and Regulatory Environments 138

PART THREE APPROACHING GLOBAL MARKETS 174
Chapter 6 Global Information Systems and Market Research 174
Chapter 7 Segmentation, Targeting, and Positioning 212
Chapter 8 Importing, Exporting, and Sourcing 246
Chapter 9 Global Market-Entry Strategies: Licensing, Investment, and Strategic Alliances 276

PART FOUR THE GLOBAL MARKETING MIX 306
Chapter 10 Brand and Product Decisions in Global Marketing 306
Chapter 11 Pricing Decisions 340
Chapter 12 Global Marketing Channels and Physical Distribution 376
Chapter 13 Global Marketing Communications Decisions I 412
Chapter 14 Global Marketing Communications Decisions II 444
Chapter 15 Global Marketing and the Digital Revolution 478

PART FIVE STRATEGY AND LEADERSHIP IN THE TWENTY-FIRST CENTURY 510
Chapter 16 Strategic Elements of Competitive Advantage 510
Chapter 17 Leadership, Organization, and Corporate Social Responsibility 542

Glossary 573
Author/Name Index 587
Subject/Organization Index 597
Contents

Preface xvi
Acknowledgments xx

PART ONE INTRODUCTION 2

Chapter 1 Introduction to Global Marketing 2
Case 1-1 The Global Marketplace Is Also Local 2
1-1 Introduction and Overview 3
1-2 Principles of Marketing: A Review 5
  Competitive Advantage, Globalization, and Global Industries 6
1-3 Global Marketing: What it is and What it isn’t 9
1-4 The Importance of Global Marketing 16
1-5 Management Orientations 17
  Ethnocentric Orientation 17
  Polycentric Orientation 18
  Regiocentric Orientation 18
  Geocentric Orientation 18
1-6 Forces Affecting Global Integration and Global Marketing 21
  Driving Forces 21
  MULTILATERAL TRADE AGREEMENTS 21
  CONVERGING MARKET NEEDS AND WANTS AND THE INFORMATION REVOLUTION 21
  TRANSPORTATION AND COMMUNICATION IMPROVEMENTS 22
  PRODUCT DEVELOPMENT COSTS 22
  QUALITY 23
  WORLD ECONOMIC TRENDS 23
  LEVERAGE 24
  Experience Transfers 24
  Scale Economies 24
  RESOURCE UTILIZATION 25
  GLOBAL STRATEGY 25
  INNOVATION AND ENTREPRENEURSHIP 25
  Restraining Forces 26
  MANAGEMENT MYOPIA AND ORGANIZATIONAL CULTURE 26
  NATIONAL CONTROLS 26
  OPPOSITION TO GLOBALIZATION 26
1-7 Outline of This Book 27
Summary 28
Discussion Questions 29

Case 1-1 The Global Marketplace (continued) 30
Case 1-2 McDonald’s Expands Globally While Adjusting Its Local Recipe 31
Case 1-3 Apple versus Samsung: The Battle for Smartphone Supremacy Heats Up 35

PART TWO THE GLOBAL MARKETING ENVIRONMENT 40

Chapter 2 The Global Economic Environment 40
Case 2-1 India’s Economy at the Crossroads: Can Prime Minister Narendra Modi Deliver Acche Din? 40
  2-1 The World Economy—Overview of Major Changes 41
  2-2 Economic Systems 43
Market Capitalism 44
Centrally Planned Socialism 44
Centrally Planned Capitalism and Market Socialism 45

2-3 Stages of Market Development 48
Low-income Countries 49
Lower-Middle-Income Countries 50
Upper-Middle-Income Countries 51
Marketing Opportunities in LDCs and Developing Countries 54
High-Income Countries 57
Marketing Implications of the Stages of Development 58

2-4 Balance of Payments 59
2-5 Trade in Merchandise and Services 61
Overview of International Finance 62
Economic Exposure 64
Managing Exchange Rate Exposure 64
Summary 65
Discussion Questions 66

Case 2-1 India’s Economy at the Crossroads: Can Prime Minister Narendra Modi Deliver Acche Din? (continued) 67
Case 2-2 A Day in the Life of a Contracts Analyst at Cargill 69

Chapter 3 The Global Trade Environment 72
Case 3-1 Breaking Up is Hard to Do: Britons Contemplate “Brexit” 72
3-1 The World Trade Organization and GATT 73
3-2 Preferential Trade Agreements 74
  Free Trade Area 75
  Customs Union 76
  Common Market 76
  Economic Union 76
3-3 North America 77
3-4 Latin America: Sica, Andean Community, Mercosur, and Caricom 80
  Central American Integration System 80
  Andean Community 82
  Common Market of the South (Mercosur) 84
  Caribbean Community and Common Market (CARICOM) 85
3-5 Asia-Pacific: The Association of Southeast Asian Nations 87
  Marketing Issues in the Asia-Pacific Region 88
3-6 Western, Central, and Eastern Europe 89
  The European Union 89
  Marketing Issues in the EU 93
  Central and Eastern Europe 94
3-7 The Middle East 94
  Cooperation Council for the Arab States of the Gulf 95
  Marketing Issues in the Middle East 96
3-8 Africa 97
  Economic Community of West African States 97
  East African Community 97
  Southern African Development Community 98
  Marketing Issues in Africa 98
Summary 99
Discussion Questions 99

Case 3-1 Breaking Up is Hard to Do: Britons Contemplate “Brexit” (continued) 101
Case 3-2 Can Global Trade Talks Survive in an Era of Populism and Protectionism? 103
Chapter 4  Social and Cultural Environments  106
Case 4-1  Strange Brew: Coffee Culture Around the World  106
4-1 Society, Culture, and Global Consumer Culture  107  
   Attitudes, Beliefs, and Values  108  
   Religion  109  
   Aesthetics  110  
   Dietary Preferences  111  
   Language and Communication  112  
   Marketing’s Impact on Culture  117  
4-2 High- and Low-Context Cultures  118  
4-3 Hofstede’s Cultural Typology  119  
4-4 The Self-Reference Criterion and Perception  121  
4-5 Diffusion Theory  124  
   The Adoption Process  124  
   Characteristics of Innovations  124  
   Adopter Categories  125  
   Diffusion of Innovations in Pacific Rim Countries  126  
4-6 Marketing Implications of Social and Cultural Environments  126  
Summary  128  
Discussion Questions  129  
Case 4-1  Coffee Culture Around the World (continued)  129  
Case 4-2  Is Tourism the Savior or the Scourge of Venice?  133

Chapter 5  The Political, Legal, and Regulatory Environments  138
Case 5-1  Travis Kalanick and Uber  138  
5-1 The Political Environment  139  
   Nation-States and Sovereignty  140  
   Political Risk  142  
   Taxes  143  
   Seizure of Assets  145  
5-2 International Law  145  
   Common Law versus Civil Law  147  
   Islamic Law  148  
5-3 Sidestepping Legal Problems: Important Business Issues  148  
   Jurisdiction  149  
   Intellectual Property: Patents, Trademarks, and Copyrights  149  
   Antitrust  155  
   Licensing and Trade Secrets  159  
   Bribery and Corruption: Legal and Ethical Issues  160  
5-4 Conflict Resolution, Dispute Settlement, and Litigation  162  
   Alternatives to Litigation for Dispute Settlement  163  
5-5 The Regulatory Environment  164  
   Regional Economic Organizations: The EU Example  165  
Summary  167  
Discussion Questions  167  
Case 5-1  Travis Kalanick and Uber (continued)  168  
Case 5-2  Putin’s Russia versus the West: Cold War 2.0?  170

PART THREE  APPEARING GLOBAL MARKETS  174
Chapter 6  Global Information Systems and Market Research  174
Case 6-1  Big Data: “Number One with a Bullet” in the Music Industry  174
6-1 Information Technology, Management Information Systems, and Big Data for Global Marketing 176
6-2 Sources of Market Information 181
6-3 Formal Market Research 183
   Step 1: Information Requirements 183
   Step 2: Problem Definition 184
   Step 3: Choosing the Unit of Analysis 185
   Step 4: Examining Data Availability 185
   Step 5: Assessing the Value of Research 187
   Step 6: Research Design 187
   ISSUES IN DATA COLLECTION 188
   RESEARCH METHODOLOGIES 189
   SCALE DEVELOPMENT 194
   SAMPLING 194
   Step 7: Data Analysis 194
   COMPARATIVE ANALYSIS AND MARKET ESTIMATION BY ANALOGY 198
   Step 8: Interpretation and Presentation 199
6-4 Headquarters’ Control of Market Research 200
6-5 The Marketing Information System as a Strategic Asset 201
Summary 202
Discussion Questions 202
Case 6-1 Big Data Transforms the Music Business and Artist Careers (continued) 203
Case 6-2 A Day in the Life of a Business Systems and Analytics Manager 207

Chapter 7 Segmentation, Targeting, and Positioning 212
Case 7-1 Segmenting the Chinese Luxury Goods Market 212
7-1 Global Market Segmentation 213
   Contrasting Views of Global Segmentation 214
   Demographic Segmentation 215
   SEGMENTING GLOBAL MARKETS BY INCOME AND POPULATION 216
   AGE SEGMENTATION 220
   GENDER SEGMENTATION 221
   Psychographic Segmentation 221
   Behavior Segmentation 224
   Benefit Segmentation 224
   Ethnic Segmentation 225
7-2 Assessing Market Potential and Choosing Target Markets or Segments 226
   Current Segment Size and Growth Potential 226
   Potential Competition 228
   Feasibility and Compatibility 229
   A Framework for Selecting Target Markets 230
7-3 Product–Market Decisions 231
7-4 Targeting and Target Market Strategy Options 233
   Standardized Global Marketing 233
   Concentrated Global Marketing 234
   Differentiated Global Marketing 235
7-5 Positioning 236
   Attribute or Benefit 236
   Quality and Price 236
   Use or User 237
   Competition 237
   Global, Foreign, and Local Consumer Culture Positioning 237
Summary 240
Discussion Questions 240
CONTENTS

Case 7-1 Segmenting the Chinese Luxury Goods Market (continued) 241
Case 7-2 Cosmetics Giants Segment the Global Health and Beauty Market 243

Chapter 8 Importing, Exporting, and Sourcing 246
Case 8-1 The Game’s Afoot: Exports Revive Britain’s Shoe Industry 246
8-1 Export Selling and Export Marketing: A Comparison 247
8-2 Organizational Export Activities 249
8-3 National Policies Governing Exports and Imports 250
Government Programs That Support Exports 250
Governmental Actions to Discourage Imports and Block Market Access 252
8-4 Tariff Systems 257
Customs Duties 259
Other Duties and Import Charges 259
8-5 Key Export Participants 260
8-6 Organizing for Exporting in the Manufacturer’s Country 261
8-7 Organizing for Exporting in the Market Country 262
8-8 Trade Financing and Methods of Payment 262
Letters of Credit 263
Documentary Collections (Sight or Time Drafts) 264
Navigating the Real World: A Brief Case Study 264
Navigating the Real World: Another Brief Case Study 265
Additional Export and Import Issues 265
8-9 Sourcing 266
Management Vision 267
Factor Costs and Conditions 268
Customer Needs 269
Logistics 269
Country Infrastructure 269
Political Factors 270
Foreign Exchange Rates 270
Summary 270
Discussion Questions 271
Case 8-1 Great Britain’s Shoe Export Boom (continued) 271
Case 8-2 A Day in the Life of an Export Coordinator 273

Chapter 9 Global Market-Entry Strategies: Licensing, Investment, and Strategic Alliances 276
Case 9-1 AB InBev and SABMiller: A Match Made in (Beer) Heaven? 276
9-1 Licensing 278
Special Licensing Arrangements 280
9-2 Investment 281
Joint Ventures 283
Investment via Equity Stake or Full Ownership 284
9-3 Global Strategic Partnerships 288
The Nature of Global Strategic Partnerships 288
Success Factors 291
Alliances with Asian Competitors 291
CFM International, GE, and Snecma: A Success Story 292
Boeing and Japan: A Controversy 292
9-4 International Partnerships in Developing Countries 293
9-5 Cooperative Strategies in Asia 294
Cooperative Strategies in Japan: Keiretsu 294
HOW KEIRETsu AFFECT AMERICAN BUSINESS: TWO EXAMPLES 295
PART FOUR THE GLOBAL MARKETING MIX 306

Chapter 10 Brand and Product Decisions in Global Marketing 306

Case 10-1 Alphabet 306

10-1 Basic Product Concepts 307
   Product Types 308
   Product Warranties 308
   Packaging 308
   Labeling 309
   Aesthetics 310

10-2 Basic Branding Concepts 310
   Local Products and Brands 311
   International Products and Brands 312
   Global Products and Brands 312
   Global Brand Development 315

10-3 A Needs-Based Approach To Product Planning 319
10-4 “Country of Origin” as a Brand Element 322
10-5 Extend, Adapt, Create: Strategic Alternatives in Global Marketing 324
   Strategy 1: Product-Communication Extension (Dual Extension) 325
   Strategy 2: Product Extension–Communication Adaptation 326
   Strategy 3: Product Adaptation–Communication Extension 327
   Strategy 4: Product-Communication Adaptation (Dual Adaptation) 328
   Strategy 5: Innovation 329
   How to Choose a Strategy 329

10-6 New Products in Global Marketing 330
   Identifying New-Product Ideas 330
   New-Product Development 331
   The International New-Product Department 333
   Testing New Products 333

Summary 334
Discussion Questions 335

Case 10-1 Google (continued) 335

Chapter 11 Pricing Decisions 340

Case 11-1 Global Automakers Target Low-Income Consumers 340

11-1 Basic Pricing Concepts 341
11-2 Global Pricing Objectives and Strategies 342
   Market Skimming and Financial Objectives 342
   Penetration Pricing and Nonfinancial Objectives 344
   Companion Products: Captive (“Razors and Blades”) Pricing 344
   Target Costing 345
   Calculating Prices: Cost-Plus Pricing and Export Price Escalation 346
11-3 Incoterms 347
11-4 Environmental Influences on Pricing Decisions 351
Currency Fluctuations 351
Inflationary Environment 354
Government Controls, Subsidies, and Regulations 355
Competitive Behavior 356
Using Sourcing as a Strategic Pricing Tool 357

11-5 Global Pricing: Three Policy Alternatives 357
  Extension or Ethnocentric Pricing 357
  Adaptation or Polycentric Pricing 358
  Geocentric Pricing 358

11-6 Gray Market Goods 359
11-7 Dumping 360
11-8 Price Fixing 361
11-9 Transfer Pricing 362
  Tax Regulations and Transfer Prices 362
  Sales of Tangible and Intangible Property 363

11-10 Countertrade 364
  Barter 364
  Counterpurchase 365
  Offset 365
  Compensation Trading 365
  Switch Trading 366

Summary 366
Discussion Questions 367

Case 11-1 Global Automakers Target Low-Income Consumers (continued) 367
Case 11-2 Global Consumer-Products Companies Target Low-Income Consumers 369
Case 11-3 LVMH and Luxury Goods Marketing 371

Chapter 12 Global Marketing Channels and Physical Distribution 376
Case 12-1 Welcome to the World of Fast Fashion 376

12-1 Distribution Channels: Objectives, Terminology, and Structure 377
  Consumer Products and Services 378
  Industrial Products 382

12-2 Establishing Channels and Working With Channel Intermediaries 383

12-3 Global Retailing 386
  Types of Retail Operations 387
  Trends in Global Retailing 391
  Global Retailing Market Expansion Strategies 394

12-4 Physical Distribution, Supply Chains, and Logistics Management 397
  Order Processing 399
  Warehousing 400
  Inventory Management 400
  Transportation 400
  Logistics Management: A Brief Case Study 403

Summary 403
Discussion Questions 404

Case 12-1 Welcome to the World of Fast Fashion (continued) 405
Case 12-2 Can Walmart Crack the Retail Code in India? 408

Chapter 13 Global Marketing Communications Decisions I 412
Case 13-1 Volkswagen's "Dieselgate" Nightmare 412
13-1 Global Advertising 413
   Global Advertising Content: Standardization versus Adaptation 415
13-2 Advertising Agencies: Organizations and Brands 419
   Selecting an Advertising Agency in the Era of Digital Disruption 420
13-3 Creating Global Advertising 424
   Art Direction and Art Directors 425
   Copy and Copywriters 426
   Additional Cultural Considerations 426
13-4 Global Media Decisions 429
   Global Advertising Expenditures and Media Vehicles 430
   Media Decisions 430
13-5 Public Relations and Publicity 431
   The Growing Role of PR in Global Marketing Communications 435
   How PR Practices Differ Around the World 436
Summary 437
Discussion Questions 437
Case 13-1 Volkswagen’s “Dieselgate” Nightmare (continued) 438
Case 13-2 Coca-Cola: Using Advertising and Public Relations to Respond to a Changing World 440

Chapter 14 Global Marketing Communications Decisions II 444
Case 14-1 Milan Expo 2015 444
14-1 Sales Promotion 446
   Sampling 448
   Couponing 449
   Sales Promotion: Issues and Problems 450
14-2 Personal Selling 451
   The Strategic/Consultative Selling Model 453
14-3 Sales Force Nationality 457
14-4 Special Forms of Marketing Communications: Direct Marketing 460
   Direct Mail 461
   Catalogs 461
   Infomercials, Teleshopping, and Interactive Television 463
14-5 Special Forms of Marketing Communications: Support Media, Sponsorship, and Product Placement 464
   Support Media 464
   Sponsorship 466
   Product Placement: Motion Pictures, Television Shows, and Public Figures 468
Summary 470
Discussion Questions 471
Case 14-1 Milan Expo 2015 (continued) 472
Case 14-2 Red Bull 474

Chapter 15 Global Marketing and the Digital Revolution 478
15-1 The Digital Revolution: A Brief History 479
15-2 Convergence 483
15-3 Value Networks and Disruptive Technologies 484
15-4 Global E-Commerce 487
15-5 Web Site Design and Implementation 490
15-6 New Products and Services 492
   Broadband 492
   Cloud Computing 494
CONTENTS

TIMING AND KNOW-HOW  529
ENTRY BARRIERS  531
   The Flagship Firm: The Business Network with Five Partners  532
   Blue Ocean Strategy  533
   Additional Research on Competitive Advantage  534
Summary  535
Discussion Questions  535

Case 16-1  IKEA (continued)  536
Case 16-2  “Everything Is Awesome, Everything Is Cool” at LEGO  538

Chapter 17  Leadership, Organization, and Corporate Social
Responsibility  542
Case 17-1  A Changing of the Guard at Unilever  542
   17-1 Leadership  543
      Top Management Nationality  544
      Leadership and Core Competence  546
   17-2 Organizing For Global Marketing  547
      Patterns of International Organizational Development  550
         INTERNATIONAL DIVISION STRUCTURE  550
         REGIONAL MANAGEMENT CENTERS  552
         GEOGRAPHIC AND PRODUCT DIVISION STRUCTURES  554
         THE MATRIX DESIGN  555
   17-3 Lean Production: Organizing The Japanese Way  558
      Assembler Value Chains  558
      Downstream Value Chains  559
   17-4 Ethics, Corporate Social Responsibility, and Social Responsiveness in the
      Globalization Era  560
Summary  566
Discussion Questions  567

Case 17-1  Unilever (continued)  567

Glossary  573
Author/Name Index  587
Subject/Organization Index  597
Preface

We are proud that this Tenth Edition of Global Marketing marks more than two decades of publication success. In this new edition, as in prior editions, we take an environmental and strategic approach to global marketing by outlining the major dimensions of the global business environment. We also provide a set of conceptual and analytical tools that prepare students to successfully apply the 4Ps when pursuing careers in global marketing or related areas.

Guided by our experience using the text in undergraduate and graduate classrooms and in corporate training seminars, we have revised, updated, and expanded Global Marketing. One of our challenges in developing a new edition of Global Marketing is the rate of change in the global business environment. Yesterday’s impossibility becomes today’s reality; new companies explode onto the scene; company leadership changes abruptly. In short, any book can be quickly outdated by events. Even so, we set out to create a compelling narrative that captures the unfolding drama that is inherent in marketing in the globalization era.

When Principles of Global Marketing first appeared in 1996, we invited readers to “look ahead” to such developments as the ending of America’s trade embargo with Vietnam, Europe’s new single market, Daimler AG’s Smart car, Volkswagen’s global ambitions, and Whirlpool’s expansion into emerging markets. This newly revised edition also surveys important current developments in the international arena, including Britain’s tortuous path towards Brexit, China’s ascendance on the world stage, evolving trade relations in the Trump era, achievements by entrepreneurs such as Elon Musk, plus much more.

We are passionate about the subject of global marketing; if our readers detect a note of enthusiasm in our writing, then we have been successful. Our goal for all ten editions has been the same: to write a book that is authoritative in content yet relaxed and assured in style and tone. One instructor using the Ninth Edition wrote us to say, “I love the text, and really like the way it engages students. That is invaluable.” We believe that you will find latest edition of Global Marketing to be the most engaging, up-to-date, relevant, useful text of its kind.

We recommend pairing the Tenth Edition with Pearson’s MyLab Marketing. MyLab Marketing is a teaching and learning platform that empowers you to reach every student. By combining content from Global Marketing with digital tools and a flexible platform, MyLab Marketing personalizes the learning experience and will help your students learn and retain key course concepts while developing skills that future employers are seeking in their candidates.

New to This Edition

As with previous editions, the Tenth Edition offers up-to-date, original insights into the complexities and subtleties of shifts in the external environment and their implications for global marketers. Specific updates and revisions include:

- More than fifty percent of the chapter-opening vignettes and related end-of-chapter cases are new to the Tenth Edition. Cases retained from the prior edition have also been revised and updated for this new edition.
New discussion of social media is integrated throughout the Tenth Edition.
Chapter 15, “Global Marketing and the Digital Revolution,” has been thoroughly revised and updated to include discussion of location-based mobile platforms, cloud computing, tablets, wearable devices, autonomous mobility, and other cutting-edge topics.

In MyLab Marketing, in this edition, new Mini Sims put students in professional roles and give them the opportunity to apply course concepts and develop decision-making skills through real-world business challenges.

In addition, most chapters contain sidebar features on the following themes: Emerging Markets Briefing Book; Entrepreneurial Leadership, Creative Thinking, and the Global Startup; and The Cultural Context.

Among the entrepreneurs profiled in these sidebars are Kevin Systrom (Instagram); Reed Hastings (Netflix); Daniel Ek (Spotify); Oscar Farinetti (Eataly); Elon Musk (Tesla); Jack Ma (Alibaba), Sir James Dyson (Dyson), and Brian Chesky and Joe Gebbia (Airbnb).

The Entrepreneurial Leadership, Creative Thinking, and the Global Startup sidebars also contain expanded coverage of digital entrepreneurship, including financial technology (“fintech”), in this Tenth Edition.

All tables containing key company, country, and industry data have been updated. Examples include Table 2-3, “Index of Economic Freedom”; all the income and population tables in Chapters 3 and 7; Table 10-2, “The World’s Most Valuable Brands”; Table 13-1, “Top 25 Global Marketers”; and Table 13-2, “Top 20 Global Advertising Agency Companies.”

The discussion of the BRICS nations has been updated to incorporate the impact of slowing growth in China and the volatility of commodity prices.

Income and population data in Chapter 3 have been reorganized for improved clarity, comparability, and visual impact.

More infographics have been incorporated into the text to enhance clarity and visual appeal.

Solving Teaching and Learning Challenges

Today’s Millennial and Generation Z students are networked and technology-savvy. They have access to more content across more platforms than previous generations. Many are also taking on substantial debt loads as they pursue their college degrees. For these and other reasons, it is important to give them a textbook that is “worth the money,” and that provides an experience that is rewarding and motivates them to “keep reading.”

We have been gratified to receive positive feedback from students who have benefited from college courses in which Global Marketing was the required text. The following student comments suggest that Global Marketing does exactly that:

“The textbook is very clear and easy to understand.”

“An excellent textbook with many real-life examples.”

“The authors use simple language and clearly state the important points.”

“This is the best textbook that I am using this term.”

“The authors have done an excellent job of writing a text that can be read easily.”
The Tenth Edition helps students develop cross-cultural awareness and engage with issues relating to sustainability and corporate social responsibility. The new edition also profiles some of the most innovative thinkers and entrepreneurial leaders of the modern era.

Each chapter opens with a brief case study introducing a company, a country, a product, or a global marketing issue that directly relates to chapter themes and content. The cases were written with the same objectives in mind: to raise issues that will encourage student interest and learning; to stimulate class discussion; to give students a chance to apply theory and concepts while developing critical-thinking skills; and to enhance the classroom experience for students and instructors alike. Every chapter and case has been classroom-tested in both undergraduate and graduate courses.

Throughout the text, we have added scores of current examples of global marketing practice as well as quotations from global marketing practitioners and industry experts. Organizational Web sites are referenced for further student study and exploration.

We have benefited tremendously from adopter feedback and input; we also continue to draw on our direct experience in key world regions. The result is a text that addresses your needs and the needs of instructors in every part of the world.

Developing Employability Skills

Employers at global companies want to know that the people they hire understand and can think critically about contemporary issues such as the dynamics of globalization and growth opportunities in emerging markets. One MBA student wrote to say that reading Global Marketing for coursework in 2017 provided her with a competitive advantage when pursuing a new career opportunity. She said, “I used many of the text’s theories during my interview process, and I incorporate the lessons learned on a daily basis as I work with our offices in 12+ locations around the world!”

The Tenth Edition addresses current global trends and issues, including the economic disruption and social disruption that are among the forces at work in the world today. The resulting shifts in global market opportunities and threats are important themes in this revision, as are the rise of economic nationalism and populism. Terms such as austerity, capital flight, currency wars, double-dip recession, global imbalances, global rebalancing, quantitative easing (QE), secular stagnation, sovereign-debt crisis, and negative interest rates appear regularly in the business news. New terms such as tax inversion are now part of the conversation as well.

Recent research findings have been integrated into each chapter of Global Marketing to help students be conversant in the most current conversations that are happening in this field. For example, our thinking about the benefits of globalization has been influenced by Richard Baldwin’s 2016 book, The Great Convergence: Information Technology and the New Globalization. As Baldwin notes, the process of removing constraints on the costs of moving goods, people, and ideas began in the late 19th century. The first wave of globalization was driven by the falling costs of water transport (e.g., ocean-going freighters) and land transport (e.g., the railroads). In keeping with the theory of competitive advantage, this meant that countries with manufacturing prowess benefited by trading with countries whose primary outputs were agricultural production. The current wave of globalization has resulted in part from the digital revolution that allows supply chains to stretch around the world.

Instructor Teaching Resources

The following supplements are available with this text:

Supplements available to instructors at www.pearsonhighered.com | Features of the Supplement
---|---
Instructor’s Manual authored by Kerry Walsh from University of South Florida | • Chapter-by-chapter summaries
| • Examples and activities not in the main book
| • Teaching outlines
| • Teaching tips
| • Solutions to all questions and problems in the book
Supplements available to instructors at www.pearsonhighered.com | Features of the Supplement
---|---
**Test Bank** authored by Mahmood Khan from Pamplin College of Business, Virginia Tech | 4,000 multiple-choice, true/false, short-answer, and graphing questions with these annotations:
- Difficulty level (1 for straight recall, 2 for some analysis, 3 for complex analysis)
- Type (Multiple-choice, true/false, short-answer, essay)
- Topic (The term or concept the question supports)
- Learning outcome
- AACSB learning standard (Written and Oral Communication; Ethical Understanding and Reasoning; Analytical Thinking; Information Technology; Interpersonal Relations and Teamwork; Diverse and Multicultural Work; Reflective Thinking; Application of Knowledge)
Page number in the text
**Computerized TestGen** | TestGen allows instructors to:
- Customize, save, and generate classroom tests
- Edit, add, or delete questions from the Test Item Files
- Analyze test results
- Organize a database of tests and student results.

**PowerPoints** authored by Jill Solomon from University of South Florida | Slides include all the graphs, tables, and equations in the textbook. PowerPoints meet accessibility standards for students with disabilities. Features include, but not limited to:
- Keyboard and Screen Reader access
- Alternative text for images
- High color contrast between background and foreground colors
I am indebted to the many colleagues, friends, and adopters who carefully read and critiqued individual manuscript sections and chapters. Their comments improved the clarity and readability of the text. In particular, I would like to thank Steven J. Archambault, James A. Baggett, Hunter Clark, Frank Colella, Dave Collins, Diana Dickinson, Mark Freyberg, Lora Friedrich, Alexandre Gilfanov, Carl Halgren, Kathy Hill, Mark Jufferbruch, David Kochel, Peter Kvetko, Keith Miller, Gayle Moberg, Christopher “Kit” Nagel, Alexandre Plokhov, Chatt Pongpatipat, Yao Lu Swanson, David Wolf, and Thomas Wright.

Many individuals were instrumental in helping us secure permissions, and I want to acknowledge everyone who “went the extra mile” in supporting this revision. I would especially like to thank Nicholas Arnold, Meredith Corporation; Jane Bachmann, DuPont; John Baloff, ATI Amplifier Technologies; Jeremy Banks, banxcartoons; William Bassett, Kikkoman; Julien Benatar, Pandora; Chris Boyens, Deere & Company; Paul Button, Jill Camp, Kohler; Lee Carter, Mower; Buzz Delano, Delano Associates; Kirk Edmondson, Lexus Advanced Business Development; Jemma Gould, IPG; Mandy Guss, Las Cruces; Jennifer Hall, Champagne Bureau, USA; Emma Hamm, Subaru; Sean Higgins, Fisrester Research; David Johnson, Meredith Corporation; Allison Joyce, Allison Joyce Photojournalism; Tom Kingsbury, Bridgestone Americas, Inc.; Denise Lavoie, Henkel; Ilana McCabe, QVC Inc.; Edward Linsmier, Edward Linsmier Photography; Mike Lovell, Meredith Corporation; Katherine Miller, Nucor; Brad Miller, New Balance Athletic Shoe, Inc.; Morgan Molinoff, Edelman; Kerry Ann Nolan, Subaru; Meghan Reutzel, GoDaddy; Lenore Rice, Seibert & Rice; Michael Ross, Michael Ross Photography; Vivian Santangelo, Meredith Corporation; Mara Seibert, Seibert & Rice; Greg Selfe, Two Sides UK; Lindsay Shrewsberry, STIHL USA; Brady Spangenberg, BASF; Katie Szadziewska, McArthurGlen; and Vibhav Valdore, Bridgestone Latin America.

Colleagues and adopters at several institutions contributed material to this revision and made helpful suggestions. Thanks to Professor Steven Archambault, Cal-Poly Pomona University, and Professor Christopher “Kit” Nagel of Concordia University–Irvine, for suggestions that we incorporated in Chapter 2 and Chapter 8. Dominic Standish, a colleague at CIMBA Italy, organized the panel discussion “Death in Venice: Is Tourism Killing or Saving the City?” in fall 2011. That panel, our subsequent discussions during my visits to London and Venice, and Dominic’s book *Venice in Environmental Peril? Myth and Reality* all were key resources for the opening case in Chapter 4. Lora Friedrich, Professor of Sociology at Simpson College, and Chatt Pongpatipat, Assistant Professor of Marketing at Saginaw Valley State University, contributed the Chapter 7 sidebar about Thailand. Paul Button created a wonderful new set of infographic maps for Chapter 3. Thanks also to my daughter, Lauren Konrad, for additional last-minute help with infographic design.

I would also like to thank the many present and former students at Simpson College and the University of Iowa who have offered feedback on previous editions of *Global Marketing*, contributed case studies, and suggested improvements. These include Han Wang’s contributions to the Chapter 7 opening case on segmenting the Chinese luxury market. Glynis Gallagher, a University of Iowa graduate, contributed a wonderful Chapter 2 case about her experience as a contracts analyst at Cargill. Brady Spangenberg wrote in detail about his vocational journey to BASF in a new case in Chapter 6. Simpson alumna Beth Dorrell graciously offered her expertise on export documentation. Mikkel Jakobsen wrote about his first job in global marketing for Case 8-2.

The students in my international marketing course at CIMBA Italy worked collaboratively on the issue of tourism in Venice; Case 4-2 represents, in part, a mashup of the various team efforts. Hats off to Kaleb Beckett, Luci Boat, Leslie Bourland, Lauren Camerieri, Lucas Commodore, Jeff Dellinger, Chris Duncan, Jacque Ford, Brian Fry, Glynis Gallagher, Katie Greif, Kim Halamicek, Harper Hier, Jake Hirsch, Mike Johnson, Sarah Jones, Josh Kroll, Sean Miller, Chris Nucero, Mark Parmalee, Jack Roeder, Chris Shonkwiler, Slava Sinitsyn, and Chloe Suh. All were enthusiastic participants in the project and our work together in Italy made a lasting impression on me.

It was a great pleasure working with the Pearson team that managed the production of this edition. Thanks to: Stephanie Wall, Editor-in-Chief; Lynn M. Huddon, Executive Portfolio Manager; and Michelle Zeng, Content Producer, for their continued support. The production moved
along smoothly, thanks to our friends at SPi Global. These include Anna Iremedio and Michelle Alojera, Content Production Managers; Maya Lane, Rights and Permissions Project Manager; Gowri Duraiswamy, Senior Project Manager. Kudos also to our photo researcher, Jason Acibes, for demonstrating once again that “every picture tells a story.” Thanks also to the marketing team for the fantastic work on marketing support materials, and to the entire Pearson sales team for helping promote the book in the field. I also want to acknowledge the contributions of Mahmood Khan for in-depth updates to the TestBank, Kerry Walsh for her fine work on the Instructor’s Manual, and Jill Solomon for preparing a new set of PowerPoint slides.

Mark C. Green

September 2018