

---

# SUBJECT INDEX

- A**
- A-B-C-D paradigm of buying behavior, 105e
  - Absolute advantage, 25–26
  - Acquisitions, 59, 312, 313–15
  - ACTA. *See* Anti-Counterfeiting Trade Agreement
  - Adaptation
    - cultural, in China, 125
    - dual, 333
    - product, 333
    - in product policy decisions, new products, 333
    - standardization vs., 268
  - Adhocracy cultures, 131
  - Ad valorem duty, 562
  - Advertising, 265, 332. *See also*
    - Budgets, advertising;
    - Communication; Marketing agency selection, 447–49, 448e
    - ASA, 445–46
    - banner ad, 649
    - blunders, 426–27
    - in China, 362, 429, 446, 456gp
    - communication/cultural barriers and, 430
    - creative strategy, 434–40
    - culture and, 427–30
    - export, 438–39
    - increasing regional, 92
    - in India, 426–29
    - in Japan, 426–27
    - language barriers, 427–28
    - manual, 439–40
    - media decisions, 440–44
    - online, 648–50
    - search engine advertising, 649
    - standardization, 434–38, 459
    - targeting children, 446–47
  - Advertising Age International*, 434
  - Advertising copy creation, 435–37
    - concept cooperation, 440
    - export advertising, 438–39
    - laissez-faire, 438
    - by MNCs, 438
    - modular approach, 440
    - prototype standardization, 439–40
    - regional approach, 440
    - universal appeals, 439e
  - Advertising regulations, 437–38
    - for ads targeting children, 446–47
    - comparative advertising, 445
    - defined, 445
    - EU, 446–47
    - foreign made ads, 445
    - Malaysia, 444–45, 444e
    - message content, 445–46
    - for puffery claims, 446
    - for vice products/  
pharmaceuticals, 445
  - Advertising Standards Authority (ASA), 445–46
  - AES. *See* Automated Export System
  - Aesthetics
    - in Asia, 112
    - color, 112, 113e, 114
    - as culture element, 112–14
    - food preferences and, 114
  - Africa, 142, 178
  - African Regional Industrial Property Organization (ARIPO), 178
  - Agent intermediary, 523
  - Aggregate segmentation, 225
  - Air freight, 504–5
  - Alliance for Gray Market and Counterfeit Abatement, 563
  - American Export Trading Company of 1982, 557
  - Analogy method, 207–10
  - Andean Group, 54–55
  - Anti-Counterfeiting Trade Agreement (ACTA), 180
  - Antidumping regulation
    - compliance, 560
    - import duties, 562
    - pricing and, 412–13, 422
  - Antiglobalization, 33, 50gp, 228
  - Antitrust Guidelines for International Operations*, 181
  - Apartheid, 142
  - APEC. *See* Asia Pacific Economic Cooperation
  - Appropriability regime, 30
  - Arbitration, 167, 171
  - Argentina, 193
    - Brazil and, 87
    - debt, 87
    - financial crisis, 33, 70, 86
    - inflation in, 89gp
    - price index, 199
  - ARIPO. *See* African Regional Industrial Property Organization
  - Arm's length prices, 410–11
  - ASA. *See* Advertising Standards Authority
  - ASEAN. *See* Association of Southeast Asian Nations
  - Asia, 136, 290, 291, 294e. *See also*
    - Association of Southeast Asian Nations
    - aesthetics in, 112
    - APEC, 47gp
    - Asian Tigers, 599
    - case study, 139
    - donuts in, 127
    - e-commerce in, 251
    - EMs, 597
    - financial crisis, 33, 67, 70, 72, 85–86, 85e, 91, 98
    - FTAs, 57gp
    - GDP, 86
    - marketing surveys in, 203
    - NTBs in, 152gp
    - SAARC, 54–55
    - skin color in, 128
    - value systems, 117–18
    - yen in, 74
  - Asian Tigers, 599
  - Asia Pacific Economic Cooperation (APEC), 47gp, 183, 577
  - Assertiveness, 123
  - Association of Southeast Asian Nations (ASEAN), 42–43, 54, 56–57
  - exports/imports, 152gp

- Association of Southeast Asian Nations (*Continued*)  
 FTAs and, 57gp  
 tariffs slashed by, 153
- Automated Export System (AES), 548
- Automobile industry  
 car prices, 79  
 China, 193  
 competition in, 3, 260  
 cooperation in, 4  
 cost advantages in, 151  
 currency fluctuations and, 405  
 DuPont Automotive Color Popularity Report, 335e–337e  
 ethnocentrism and, 16  
 green vehicles, 250  
 international trade and, 12  
 in Japan, 331, 331gp, 465  
 local content requirements, 295  
 market split in, 530  
 multidomestic marketing in, 17  
 pricing in EU, 401  
 R & D in, 272–73  
 Russia case study, 63–64  
 South Korea and, 149  
 technical collaborations, 514–16  
 United States, 19, 147, 331, 331gp
- B**
- B2B. *See* Business-to business
- B2B e-commerce, 5
- B2B marketing, 453–54
- B2B procurement, 514, 515
- B2C. *See* Business-to-consumer
- B2C e-commerce, 5
- Back translations, 110, 202
- Backward innovation, 613
- Baht, 86
- Balance of payments, 69  
 in capital account (capital account), 82  
 country competitiveness and, 83gp  
 in current account (current account balance), 82  
 external market adjustment, 84  
 in financial environments, 81–84  
 on goods (trade balance), 82  
 internal market adjustment, 84  
 on services, 82  
 statement, 82–83  
 United States, 69, 81, 81e
- Banana industry, 19–20
- Banner ad, 649
- Bargaining power, 258–59
- Basic Arm's Length Standard (BLS), 411
- Behavior-based segmentation, 234
- BEMs. *See* Big Emerging Markets
- Benefit segments, 234e
- Berne Convention, 179
- Big Emerging Markets (BEMs), 3, 42–44, 280–81
- Bill of lading, 550
- Black market, 77, 569, 569gp
- BLS. *See* Basic Arm's Length Standard
- Blue banana, 231
- Bond, 562
- BOP. *See* Bottom-of-the pyramid
- Bottom-of-the pyramid (BOP)  
 benefits, 609  
 critics, 610  
 in EMs, 598, 608–11
- Bottom-up budgeting, 434
- Bottom-up planning, 576, 593
- BPO. *See* Business Process Outsourcing
- Brand(s), 240–41, 362–66  
 awareness, in China, 441–42  
 champion, 587  
 defined, 362  
 extensions, 587, 587n  
 IT sales, 214  
 management, 587–88  
 portfolio, 367  
 private-label (store), 527–28  
 sales, 214  
 structure, 367  
 world's most valuable, 363e
- Brand architecture, 368–71, 369e
- Brand equity, 362  
 competitive climate, 365  
 cultural receptivity, 365  
 history, 365  
 marketing support, 365  
 product category penetration, 366
- Branding. *See also* Global branding;  
 Global branding strategies;  
 Local branding  
 co-branding, 371  
 committees, 587  
 dual, 371  
 EMs, 613–14  
 extension, 368  
 family, 367  
 firm-based drivers, 368  
 hallmark, 367  
 market dynamics, 368–69  
 product market drivers, 368  
 solo, 367  
 umbrella, 367
- Brand-in-the-hand marketing, 453
- Brand name changeover, 371–73
- Brazil, 171, 404  
 Argentine financial crisis and, 87
- case study, 685–89  
 ethanol, 14  
 hyperinflation in, 38–39  
 Internet in, 533  
 patents, 174  
 Save the Rain Forest project, 185  
 yogurt drink scenario, 339–40
- Brazil, Russia, India China (BRIC), 1, 322, 598–99, 600, 607, 631
- Bretton Woods conference, 68–69, 71–72
- BRIC. *See* Brazil, Russia, India China
- Brick-and-mortar business, 645
- Budgets, advertising, 430–34  
 bottom-up budgeting, 434  
 competitive parity, 431–33  
 objective-and-task method, 433  
 percentage of sales, 431  
 resource allocation, 433–34, 433e  
 for top 15 global advertisers, 431e  
 top-down budgeting, 434  
 by world region, 431e
- Bulk shipping, 504
- Bullwhip effect, 529
- Business asymmetry, 593
- Business cultures, 132e
- Business managers, 593–94
- Business Process Outsourcing (BPO), case study, 496
- Business terms, globalizing, 19gp
- Business-to business (B2B), 5, 5n, 453, 618
- Business-to-consumer (B2C), 5, 5n
- Buyback, 419
- “Buy domestic” policy, 148
- Buying behavior  
 A-B-C-D paradigm, 105e  
 culture and, 103–37  
 stages, 104
- Buzz marketing, 455
- Byrd Amendment, 151
- C**
- Cabotage, 507gp
- CAFTA. *See* Central American-Dominican Republic Free Trade Agreement
- Campaign for Unmetered Telecommunications (CUT), 632
- CAPI. *See* Computer-assisted personal interviewing
- Capitalism, 144
- CATI. *See* Computer-assisted telephone interviewing
- CBP. *See* Customs & Border Protection

- CEA. *See* Chinese Economic Area
- CEM. *See* Combination export manager
- Central American-Dominican Republic Free Trade Agreement (CAFTA), 55
- Central Intelligence Agency, U.S. (CIA), 43
- Centralization, 593. *See also* Decentralization
- Chain ratio method, 211
- Challenger markets, 224
- Chavs, 112, 237, 237n
- China, 2, 44–45, 104, 114, 134, 192–94, 192e, 201gp, 232gp, 238, 241, 263gp, 294–95, 311gp, 349, 364, 441–42, 453, 478–79, 526, 527e, 536–37, 623, 650, 651gp
- advertising in, 362, 429, 446, 456gp
- automobile industry, 193
- basket shopping, 531
- benefit segments, 234e
- brand awareness in, 441–42
- case study, 101, 287–88, 327, 391, 393, 656–57
- CEA, 42
- children's consumption power, 104
- commercial jingles, 109
- conflicting joint ventures, 308e
- cultural adaptation in, 125
- e-commerce in, 143–44, 251
- economy, 72–73
- emergence of, 7
- expatriates, 491
- exports, 43
- FDI, 37
- GDP, 3, 43
- guanxi, 111, 111e, 171
- as high-context culture, 119
- inflation in, 89gp
- Internet in, 143, 252, 533
- logos in, 112
- marriage in, 111
- new champions in, 604
- omnibus survey, 196e
- organizing for exports, 543
- partner selection guidelines, 310, 317
- preferential tax rates, 147–48
- pricing warfare in TV market, 401gp
- product piracy in, 378–81, 380e
- promotion in, 130
- protecting intellectual property in, 380e
- salesforce strategy in, 466gp
- soft drink industry, 107
- trade barriers, 49gp
- United States relations, 143
- WTO and, 46gp–47gp, 155
- Chinese Economic Area (CEA), 42
- Chinglish, 108e
- CIA. *See* Central Intelligence Agency, U.S.
- CIA World Factbook*, 233
- CIS. *See* Commonwealth of Independent States
- Civic libertarians, 228
- Civil law, 170
- Clan cultures, 131, 591
- Clayton Act, U.S., 180–81
- Clearing arrangement, 419
- Click-and-mortar retailing, 647–48
- Click-through rate, 650
- Cluster analysis, 247–48, 247e–248e
- Co-branding, 371
- COCOM. *See* Coordinating Committee for Multilateral Controls
- Code (written) law, 170
- Codes of conduct, 141
- Collectivism, 122
- Color, 112, 113e, 114
- Combination export manager (CEM), 545–46
- Commercial invoice, 550
- Commercial law, 170
- Commodity terms of trade, 26
- Common customer needs, 335, 338
- Common law, 170
- Common market, 57–58
- Commonwealth of Independent States (CIS), 542, 543
- Communication, 153, 426–27, 632. *See also* Advertising
- B2B marketing, 453–54
- brand-in-the-hand marketing, 453
- direct marketing, 451
- EMs strategies, 619–21
- GIMC, 457–58
- global sponsorships, 451–53, 452n
- horizontal channels, 593
- ICT, 632
- IMC, 458
- Internet strategies, 645–52
- mobile marketing, 453
- online, 251
- PR, 456–57, 457e
- publicity, 457
- sales promotions, 449–51, 450e
- satellite, 5–6
- trade shows, 453–54
- viral marketing, 455–56
- Communism, 144, 170, 599
- Company heritage, 578
- Comparative advantage theory, 25–26, 26e, 511
- Compatibility, 342
- Competition, 1, 21, 283–84, 431–33, 511, 633–34. *See also*
- Competitive industry structure;
- Country competitiveness;
- Global competition; Marketing strategies
- in automobile industry, 3, 260
- in Eurozone, 97
- hypercompetition, 264
- IT and, 42pg, 51–54
- in multinational product lines, 376
- new champions and, 607–8
- pricing and, 398–400
- Competitive advantage, 511, 633–34
- Competitive analysis, 283–84
- Competitive industry structure
- buyers bargaining power, 258–59
- competitors, 258
- in marketing strategies, 257–59, 258e
- nature of, 258e
- potential entrants, 258
- suppliers bargaining power, 258
- threat of substitutes, 259
- Competitive parity, 431–33
- Competitor-focused approach
- marketing strategies, 261–62
- Complementary effect, 645, 646e
- Complexity, 342
- Compound duty, 562
- Computer-assisted personal interviewing (CAPI), 215
- Computer-assisted telephone interviewing (CATI), 215
- Concept cooperation, advertising
- copy creation, 440
- Conceptual equivalence, 199–200
- Confirmed irrevocable letter of credit, 552
- Confiscation, 161
- Conjoint analysis, 347, 357–59, 358e, 359e
- Consumer(s), 213–14, 642. *See also* Customers
- B2C, 5, 5n
- disaggregate international
- consumer segmentation, 226–27
- FCCP, 240–41
- GCCP, 240–41
- Internet, 634
- LCCP, 240–41, 242e
- recession consumption patterns, 90e
- responding to financial crises, 88–89

- Consumer co-creation, 642  
 Consumer panel data, 213–14  
 Contract manufacturing, 512. *See also* Outsourcing  
   benefits, 305  
   caveats, 305–6  
   as market entry strategies, 305–6  
   screening for, 306  
 Convergence in global marketing imperative, 8–13, 10gp–11gp  
 COO. *See* Country-of-origin  
 Cooperative exporting, 299, 300. *See also* Piggyback exporting  
 Cooperative joint ventures, 307  
 Coordinating Committee for Multilateral Controls (COCOM), 166, 185. *See also* Wassenaar Arrangement  
 Copyrights, 175–76, 177gp, 179  
 Core-product (common platform) approach, 339, 340gp, 353  
 Corporate citizens, 471  
 Corporate culture, 473, 591–92  
 Corporate response to financial crises, 90–92  
 Cosmopolitanism, 343  
 Cost(s). *See also* Pricing  
   advantages in automobile industry, 151  
   cost-based pricing, 411  
   flexible cost-plus pricing, 397  
   innovation, 609  
   leadership, 259  
   logistics, 499  
   media, 442, 442e  
   physical distribution, in Europe, 501gp–502gp  
   reduction, in marketing strategies, 266–67  
   rigid cost-plus pricing, 397  
   sunk, 397  
   TCE, 298  
   transaction cost theory, 29–30  
   transparency, 644  
   of transportation, 504  
 Costa Rica, distribution case study, 538–39  
 Cost-based pricing, 411  
 Cost transparency, 644. *See also* Price transparency  
 Council of Europe, 54  
 Counterpurchase, 419  
 Countertrade, 161, 395. *See also* Trade  
   buyback, 419  
   clearing arrangement, 419  
   counterpurchase, 419  
   defined, 418  
   forms of, 418–19, 418e  
   guidelines, 422  
   in Latin America, 420–21  
   motives, 420–21  
   for new markets, 422  
   offset, 419  
   in pricing, 418–22  
   shortcomings, 421–22  
   simple barter, 419  
   switch traders, 419  
   in United Kingdom, 420  
 Countervailing duty, 562  
 Country assements, 225  
 Country-based subsidiaries, 580–81  
 Country competitiveness, 40e  
   balance of payments and, 83gp  
   changing, 39–40  
   country innovativeness and, 41e  
   defined, 39  
   in economic environment, 39–42  
   human resources/technology and, 40–41  
 Country managers, 581–82, 585gp, 593–94. *See also* Country prince  
 Country-of-origin (COO), 439e, 522  
   coping with stereotypes, 385–86  
   influences on customers, 383–85  
   in product policy decisions, marketing products, 382–86  
 Country prince, 582  
 Country risk  
   assessment criteria, 159e  
   in entry mode selection, 294–95  
   ratings, 159e–160e  
 Country screening  
   alternative, 329  
   in segmentation/positioning, 222–23  
 Court decisions, 167, 447  
 Courtesy bias, 205  
 Creative destruction, 264  
 Credit risk, 552  
 CRM. *See* Customer relationship management  
 Cross-border strategic alliances, 315  
 Cross-cultural comparisons, 118–19  
   high context cultures, 119  
   Hofstede's classification scheme for, 119–22, 472, 475  
   low-context cultures, 119  
   project GLOBE, 122–23, 123e  
   WVS, 123–24, 124e  
 Cross-cultural negotiations  
   agents, 483  
   mediators, 483  
   negotiation script, 483–86  
   in sales management, 482–86  
   stages, 482–83  
   strategies, 485e  
 Cross-cultural training, 488–89  
 Cross-fertilization, 436  
 Cross licensing, 301  
 Cross-sectional regression analysis, 212–13  
 Cross-subsidization of markets, 278  
 Crystallization of world as single place, 242  
 C-TPAT. *See* Customers-Trade Partnership Against Terrorism  
 Cuba  
   missile crisis of 1960's, 142  
   United States embargo on, 149  
 Cultural relativism/  
   accommodations, 184gp  
 Cultural symbolism, 398, 399e  
 Culture. *See also* Corporate culture;  
   Cross-cultural comparisons;  
   Cross-cultural negotiations  
   adaptation, in China, 125  
   adapting to, 124–26  
   adhocracy, 131  
   advertising and, 427–30  
   aesthetics and, 112–14  
   analyzing/classifying, 137  
   assimilation, 126  
   barriers to Internet, 688–89  
   business, 132e  
   buying behavior and, 103–37  
   China, as high-context, 119  
   clan, 131, 591  
   CRM and, 134–37  
   cultural generalizations, 472  
   cultural relativism/  
     accommodations, 184gp  
   cultural symbolism, 398, 399e  
   defined, 105–6  
   education and, 115–17  
   elements of, 106–18  
   FCCP, 240–41  
   GAM and, 132–34, 137  
   GCCP, 240–41  
   Germany, as low-context, 119  
   hierarchy, 131  
   high-context, 119  
   impact on personal selling, 475–82  
   impact on sales management, 475–82  
   language and, 108–11  
   LCCP, 240–41, 242e  
   low-context, 119  
   market, 591–92  
   marketing mix and, 126–30  
   market-type, 131–32  
   material life and, 106–7

- organizational, 130–32, 131e
- religion and, 114–15
- in sales management, 471–75
- social interactions and, 111–12
- subcultures and, 106
- United States, as low-context culture, 119
- values, in legal environment, 170–71
- values in MNCs, 295–96
- value systems and, 117–18
- Currency. *See also specific currency*
- blocs, 72–74
- floating, 75, 77
- floats, 71–72
- fluctuation in gray markets, 564
- hedging, 78–79
- hedging, in exporting mechanics, 563
- LCPS, 408
- pass-through/stability and, 407e
- strong, 79
- weak, 79
- Currency fluctuations
- automobile industry and, 405
- currency quotation and, 409
- in EU, 405
- exporter strategies under, 405e
- gain/loss, 406–9
- pass-through, 406–9, 407e
- pricing and, 405–9
- Current account balance, 82
- Customer(s). *See also Consumers;*
- Customer relationship management
- common needs, 335, 338
- COO influences, 383–85
- C-TPAT, 558gp
- customer-focused approach, 261–63
- demand, 398
- global, 338
- preferences, 267, 374–75
- Customer-focused approach, 261–64
- Customer relationship management (CRM)
- challenges, 136
- culture and, 134–37
- gains, 135–36
- guidelines for successful, 136–37
- motivations, 135
- Customers-Trade Partnership Against Terrorism (C-TPAT), 558gp
- Customization
- defined, 334–35
- overcustomization, 341
- standardization vs., in product policy decisions, new products, 334–42, 353
- Customs, 167, 548
- Customs Service, U.S., 177gp
- receipt, 550
- union, 57
- Customs & Border Protection (CBP), 548
- CUT. *See* Campaign for Unmetered Telecommunications
- Cyber crime, 52, 54
- Cyberspace. *See* E-business; E-commerce; Internet
- Cybersquatting, 177gp
- D**
- D/A. *See* Documents against acceptance
- Database marketing, 134. *See also*
- Customer relationship management
- Decentralization, 593
- Demand pooling, 616
- Demand-side argument, 268
- Demographics
- G7 compared to EMs, 600e
- segmentation/positioning, 230–34
- Dentsu lifestyle survey, 117–18, 117e
- Department of Commerce, U.S. (DOC), 198, 454, 555
- Department of Defense, U.S., 64
- Department of Transportation, U.S., 507
- Department of Treasury, U.S., 69
- Digital divide, 631
- Digital literacy, 631
- Digital Millennium Copyright Act (DMCA), 176
- Direct exporting, 16, 299, 300–301, 547–48
- indirect exporting vs., 547e
- Direct identification drawback, 562
- Direct investments, 82
- Direct marketing
- communication, 451
- in Japan, 532gp
- Direct offset, 419
- Disaggregate international consumer segmentation, 226–27
- Distribution, 534. *See also*
- Distribution channels; Logistics; Physical distribution channels, for pricing, 400–401
- Costa Rica case study, 538–39
- in EMs, 601, 616–19
- international retailing, 525–33
- Internet and, 645–48
- marketing mix and, 125–29
- Distribution channels
- alternatives, 523e
- configurations, 523–24
- management, 524–25
- Divergence in global marketing imperative, 8–13, 10gp–11gp
- Diverse segments, 229. *See also*
- Unique segments
- DMCA. *See* Digital Millennium Copyright Act
- DOC. *See* Department of Commerce, U.S.
- Documents against acceptance (D/A), 551, 552–53, 570
- Documents against payment (D/P), 551, 552–53, 570
- Dodging strategy, 606
- Doha Development Agenda (Doha Round), 46, 49, 265
- agenda, 47e
- collapse, 56
- Doha Round. *See* Doha Development Agenda
- Dollar
- depreciation, 86
- euro vs., 68
- exchange rates, 73e, 77, 80e
- in financial environments, 67–68
- fluctuation, 67–68
- in global economy, 73
- importing and, 559, 570
- petrodollars, 7
- preference, 385
- price changes with weakening, 408e
- SDRs and, 70
- in South America, 73–74
- strength of, 66–67
- value swings, 79
- yen vs., 406–7
- yuan vs., 72–73
- Domestication policy, 161
- Domestic-in-house sourcing, 513
- Domestic marketing, 14–15, 21
- Domestic markets, saturation in, 2–3
- Domestic purchase arrangement, 514
- Domestic sourcing, 512
- Dominant design, 30
- Double-entry accounting, 82
- Downstream salesforce strategy, 468
- D/P. *See* Documents against payment
- Drawbacks, 562
- Dual adaptation, 333
- Dual branding, 371. *See also* Co-branding

- Dual extension, 332–33  
 Dual-party system, 145  
 Due process, 591  
 Dumping, 412–13. *See also*  
   Antidumping regulation  
 Duties, 562  
 Duty-drawback, 562  
 Dynamic incremental pricing, 397
- E**
- EAA. *See* Export Administration Act, U.S.  
 EAPO. *See* Eurasian Patent Office  
 EAS. *See* European Advisory Services  
 E-business, 253  
 E-commerce, 284, 534. *See also*  
   E-business; E-companies;  
   Internet  
   in Asia, 251  
   B2B, 5  
   B2C, 5  
   in China, 143–44, 251  
   growth of, 5–8, 21  
   international retailing and, 533  
   in Latin America, 251  
   logistics and, 508  
   in marketing strategies, 251–53  
   regulations, 53–54  
   regulations, in legal environment, 167  
   screen-to-screen relationships in, 6gp  
   unfungible content and, 53  
   United Kingdom laws, 169  
   in United States, 251  
   WTO and, 50–51  
 E-companies, 253  
 Economic arrangements. *See also*  
   Regional economic arrangements  
   APEC, 47gp, 183, 577  
   CEA, 42  
   EEPA, 558gp  
   EMU, 93–95  
   OECD, 41, 116, 173, 183, 198, 544  
 Economic Emergency Powers Act, U.S. (EEPA), 558gp  
 Economic environment, 32–33  
   country competitiveness, 39–42  
   emerging economies, 42–45, 44e  
   intertwined world economy, 34–39  
   IT in, 51–54  
   MNCs, 58–59  
   regional economic arrangements, 54–58  
   trade agreements, 45–51  
 Economics  
   scale, 338  
   TCE, 298  
 Economies. *See also* Emerging economies  
   China, 72–73  
   emerging, 42–45, 44e  
   Eurozone, 96gp  
   Japan, 35  
   planned, 144  
   of scale, 28  
   of scope, 28  
   transition, 598  
   United States, 34–35  
   world, terrorism and, 162–63  
 Economist Intelligence Unit (E.I.U.), 198, 629, 631e  
 ECTs. *See* Export trading companies  
 EDI. *See* Electronic Data Interchange  
 EDLP. *See* Every-day-low-pricing  
 Education  
   as culture element, 115–17  
   high school performance skills, 116e  
   quality of, 116  
 EEI. *See* Electronic Export Information  
 Efficiency vs. effectiveness, 498  
 EFTA. *See* European Free Trade Association  
 E.I.U. *See* Economist Intelligence Unit  
 Electronic Data Interchange (EDI), 250  
 Electronic Export Information (EEI), 548  
 Embargoes, 149  
 EMC. *See* Export management company  
 Emerging economies, 42–45, 44e  
   inflation in, 89gp  
   new champions and, 603–8  
 Emerging markets (EMs), 3  
   in Asia, 597  
   BOP in, 598, 608–11  
   bottom-of-the pyramid segments, 598  
   branding, 613–14  
   challenges facing, 621  
   characteristics, 599–602  
   communication strategies, 619–21  
   defined, 598–99  
   demographics, compared to G7, 600e  
   distribution in, 601, 616–19  
   entrance strategies, 611–12  
   incomes, 599  
   infrastructure, 599–600  
   IT and, 604  
   in Latin America, 597  
   marketing strategies, 599–621  
   Morgan Stanley's Emerging Market Index, 598  
   packaging in, 614–15  
   populations, 599  
   pricing strategy, 615–16  
   product policy, 612–15  
   regionalization and, 280–82  
   in Russia, 597  
   strategic options for, 607e  
   technological gap, 600–601  
   transportation in, 599–600  
   utilities, compared to G7, 601e  
 Emic school, 216–17  
 EMs. *See* Emerging markets  
 EMU. *See* European Economic and Monetary Union  
 End-8 prices, 398, 399e  
 Entry mode selection, 295  
   company objectives, 296–97  
   country risk, 294–95  
   cultural distance, 295  
   development and, 296e  
   flexibility, 297  
   government regulations (openness), 295  
   internal resources/assets/capabilities, 297  
   local infrastructure, 295–96  
   in market entry strategies, 294–99  
   market size/growth, 294  
   for MNCs, 298–99  
   need for control, 297  
   RBV, 298–99  
   TCE, 298  
 EPO. *See* European Patent Office  
 Equity joint ventures, 307  
 Ethnocentrism, 16, 125, 257  
 Ethnographic research, 206  
 Etic approach, 216–17  
 EU. *See* European Union  
 Eurasian Patent Office (EAPO), 178  
 Euro, 66, 98, 253–54, 371  
   adoption of, 67  
   dollar vs., 68  
   in EU, 67, 74  
   in Germany, 96gp  
   in global economy, 73  
   importing and, 559  
   MNCs and, 97  
   notes/coins, 94, 94e  
   price transparency with, 95–97  
   problems with, 96gp  
   SDRs and, 70

- SMEs and, 97  
 spelling rules, 95e  
 stability of, 73  
 supply chains and, 97
- Euro area. *See* Eurozone
- Europe, 56, 93–95, 98, 178–79, 182, 198, 296, 447, 479. *See also* European Union; Eurozone
- case study, 355, 679–84
- EPO, 178
- European Patent Convention, 178–79
- large-scale retailers, 400
- marketing in, 91
- physical distribution costs, 501gp–502gp
- Single European Market, 338
- European Advisory Services (EAS), 98
- European Court of Justice, 447
- European Economic and Monetary Union (EMU), 93–95
- European Free Trade Association (EFTA), 56
- European Marketing Data and Statistics*, 198
- European Patent Convention, 178–79
- European Patent Office (EPO), 178
- European Union (EU), 10gp–11gp, 54, 55, 98, 253–54, 501gp–502gp, 505, 544
- advertising regulations, 446–47
- antitrust laws, 182
- automobile industry pricing, 401
- auto pricing in, 401
- case study, 189
- computer networking ruling, 558
- crossing national boundaries, 97–98
- currency fluctuations, 405
- environmental standards and, 169
- establishment, 8, 58
- euro in, 67, 74
- IT competitiveness, 42pg
- members, 56, 58n, 92
- policies, 58
- United States case study, 64–65
- United States trade war, 151gp
- Eurozone, 74. *See also* Euro; European Union
- competition in, 97
- economy, 96gp
- historical background, 92–93
- marketing in, 92–98
- members, 92–93, 93e
- monetary policies, 93
- opportunities in, 95–98
- Every-day-low-pricing (EDLP), 400
- Exchange rates, 73e, 98, 276
- coping with, 75–78
- dollar, 73e, 77, 80e
- factors influencing, 76e
- in financial environments, 74–81
- fixed, 77
- floating currency and, 77
- fluctuations, in Mexico, 75, 77–78
- fluctuations, in physical distribution, 502
- forecasting, 75
- pass-through, 79–81, 406–9
- PPP, 74–75
- Soviet Union and, 77
- spot vs. forward, 78–79
- target, 79
- yen, 77
- Ex-Im Bank. *See* Export-Import Bank
- Exit strategies
- guidelines, 322–23
- in market entry strategies, 319–23
- reasons for, 319–20
- risks of, 321–22
- Expansion opportunities, 91
- Expatriates
- advantages, 487
- in China, 491
- compensation, 490–91
- cross-cultural training, 488–89
- defined, 486
- difficulties with, 488
- family discord, 491–92
- Internet and, 489
- managers, 493
- motivating, 489–90
- pros/cons, 493
- repatriation, 492–93
- sales management, 486–93
- screening, 491gp
- Export Administration Act, U.S. (EAA), 558gp
- Export advertising, 438–39
- Export agent, 299
- Export broker, 546
- Export commission house, 546
- Export department, 545–47
- Export Enhancement Act of 1992 (U.S.), 555
- Export-Import Bank (Ex-Im Bank), 551, 556–57
- Exporting, 299, 438–39, 545–47, 551, 555–57. *See also* Direct exporting; Exporting mechanics; Export marketing; Indirect exporting
- ASEAN, 152gp
- benefits, 16
- China, 43
- cooperative, 299, 300
- direct, 16, 299, 300–301, 547–48
- domestic sales vs., 544gp
- ETCs, 182
- export license requirements, 149
- export processing zones, 522
- Export Trading Company Act, U.S., 181–82
- government in promoting, 553–59
- information collection, 542
- Japan, 166
- in market entry strategies, 299–301
- marketing, 16–17
- organizing for exports, 543–45
- piggyback, 300, 546–47
- regulations, 557–59
- requirements, 570
- strategies under currency fluctuations, 405e
- in United States, 43–44, 558gp
- United States agencies, 549e
- unsolicited export order, 560
- VER, 413
- Exporting mechanics
- AES, 548
- currency hedging, 563
- EEl, 548
- export transactions, 550
- legality of exports, 549–50
- payment terms, 551–53, 552e
- SED, 548
- terms of shipment/sale, 550–51, 551e
- Export license, 549
- Export management company (EMC), 299, 468–69
- Export marketing, 16–17
- Export merchant, 299, 546
- Export prices, 402–3
- Export processing zones, 522
- Export sales subsidiary, 547
- Export trading companies (ETCs), 182, 469–70
- Export Trading Company Act, U.S., 181–82, 557
- Expropriation, 161
- Extended family, 111
- Extension, 332
- Extension branding, 368
- External market adjustment, 84
- F**
- Factor endowment theory, 27
- Fade in/fade out, 371
- Family
- branding, 367
- discord, expatriate, 491–92

- Family (*Continued*)  
 extended, 111  
 gender roles, 111–12  
 nuclear, 111  
 structure, 111
- Fast-track trade authority, 164
- FCCP. *See* Foreign consumer culture positioning
- FCPA. *See* Foreign Corrupt Practices Act, U.S.
- FDI. *See* Foreign direct investment
- Federal Aviation Act, U.S., 153
- Federal Communications Commission, U.S., 153
- Federal Trade Commission (FTC), 54, 180–81
- Federal Trade Commission Act, U.S., 180–81
- Federation of International Trade Associations (FITA), 454
- Filler products, 378
- Financial crises. *See also* Recession  
 Argentina, 33, 70, 86  
 Asia, 33, 67, 70, 72, 85–86, 85e, 91, 98  
 consumer responses, 88–89  
 corporate response to, 90–92  
 global, in financial environments, 85–92  
 Latin America, 72  
 in perspective, 88  
 South America, 33, 67, 70, 72, 86–87, 98  
 U.S. subprime mortgage loan crisis, 87
- Financial environments, 66–67  
 balance of payments, 81–84  
 changes in, 98  
 dollar in, 67–68  
 exchange rates in, 74–81  
 global financial crises, 85–92  
 international monetary system development, 68–74  
 marketing in Eurozone, 92–98
- Firm-based drivers, 368
- First-mover advantage, 260–62
- First-mover disadvantage, 260–62
- First-to-file, 174, 175gp
- First-to-invent, 174, 175gp
- FITA. *See* Federation of International Trade Associations
- Fixed exchange rates, 77
- Flexible cost-plus pricing, 397
- Floating currency, 75, 77
- Focus groups, 200–202, 208
- Folha de São Paulo*, 1
- Foreign access zones, 522gp
- Foreign consumer culture positioning (FCCP), 240–41
- Foreign Corrupt Practices Act, U.S. (FCPA), 182–83, 184gp, 185
- Foreign direct investment (FDI), 10gp, 12, 46gp–47gp  
 of China, 37  
 global economy and, 36–38, 36e  
 Japan, 37–38  
 MNCs and, 59–60, 59e
- Foreign Exchange and Foreign Trade Control Law (Japan), 166
- Foreign exchange risk, 552
- Foreign sales branch, 547
- Foreign trade zones (FTZ), 557
- Formal (bureaucratic) control systems, 590–91
- Fortune Global 100*, 7
- Forward market, 78–79
- Franc, 79
- Franchisee, 303
- Franchising, 304e–305e  
 benefits, 304  
 caveats, 304  
 as market entry strategies, 303–5  
 master, 304  
 top companies internationalizing, 303e
- Franchisor, 303
- Free (clean) float, 71–72
- Free Trade Area of the Americas (FTAA), 56
- Free trade areas (FTAs). *See also* Central American–Dominican Republic Free Trade Agreement; European Free Trade Association; Free Trade Area of the Americas; North American Free Trade Agreement  
 ASEAN and, 57gp  
 in Asia, 57gp  
 as regional economic arrangement, 55–57
- Free trade zones (FTZ), 520–23, 521e, 534, 563
- Freight forwarders, 550
- FTAA. *See* Free Trade Area of the Americas
- FTAs. *See* Free trade areas
- FTC. *See* Federal Trade Commission
- FTZ. *See* Foreign trade zones; Free trade zones
- Functional equivalence, 199–200
- Functional managers, 593–94
- Fungible content, 53
- Funny Faces scale, 203e
- Future orientation, 123
- Fuzzy logic, 275–76
- G**
- G7. *See* Group of Seven
- G8. *See* Group of Eight
- G8+5. *See* Group of Eight plus Five
- GAM. *See* Global account management
- GATT. *See* General Agreement on Tariffs and Trade
- GCCP. *See* Global consumer culture positioning
- GDP. *See* Gross domestic product
- Gender egalitarianism, 123
- General Agreement on Tariffs and Trade (GATT), 32, 164, 386–87  
 application of, 48  
 main operating principle, 45–46  
 Uruguay Round, 46, 50
- General license, 549
- Geographic structure, 578, 580–83, 580e
- Germany, 128, 143, 545  
 cultural generalizations about, 472  
 euro in, 96gp  
 as low-context culture, 119  
 Rabattgesetz (rebate law), 168  
 recycling, 20  
 SMEs in, 97  
 store hours, 531  
 trade dependence ratios, 34  
 video games case study, 139
- GIMC. *See* Globally integrated marketing communications
- Global account management (GAM)  
 culture and, 132–34, 137  
 relationships, 133–34  
 requirements, 133
- Global agnostics, 228
- Global branding  
 guidelines, 369, 371  
 Internet, 641–42  
 local branding vs., 367–71  
 management, 587–88
- Global branding strategies  
 brand name changeover, 371–73  
 global brands, 362–66  
 local branding, 366–67  
 in product policy decisions, marketing products, 362–73
- Global brand manager, 587
- Global citizens, 228, 239, 253–54
- Global climbers, 228
- Global competition, 1, 3–4  
 avoiding impact, 14  
 fluid nature of, 8



- pressure of, 7–8
  - standardization efforts, 18
  - Global Competitiveness Report*, 40
  - Global consumer culture
    - positioning (GCCP), 240–41
  - Global cooperation, 4
  - Global economy, 2. *See also* World trade
    - dollar in, 73
    - euro in, 73
    - FDI, 36–38, 36e
    - intertwined, 34–39
    - portfolio investment, 38–39
    - shocks from, 34n
    - yen in, 73
  - Global industry, 254–57
    - drivers, 255e–256e
    - in marketing strategies, 254–57
  - Global integration, 18
  - Globalization, 2, 2n. *See also*
    - Antiglobalization
    - business terms, 19gp
    - improvements from, 34
    - liberating nature, 9–10
    - localization vs., 268
    - of markets, 254
  - Global Leadership and Organizational Behavior Effectiveness (GLOBE), 122–23, 123e
  - Global logistics, 500–502, 500e, 533–34
  - Globally integrated marketing communications (GIMC), 457–58
  - Global mall, 242
  - Global marketing
    - coordination across markets, 18
    - defined, 2
    - economic geography/climate and, 19–20
    - emphasis, 18
    - evolution, 15e
    - global integration, 18
    - Internet in, 6gp, 21, 626–52
    - local attention requirement, 23
  - Global marketing imperative
    - convergence/divergence, 8–13, 10gp–11gp
    - evolution of, 13–20
    - as old phenomenon, 1–2
    - reasons for, 2–8
  - Global marketing research, 192–95
    - coordinating multicountry, 216–17
    - information technologies, 213–15
    - Internet pros/cons, 207e
  - Japan, 218gp
    - leveraging Internet for, 206–9
    - managing, 215–17
    - market size assessment, 209–13
    - primary research, 200–206, 217
    - problem formulation, 195–97
    - secondary research, 197–200, 217
    - segmentation/positioning and, 223
    - selecting research agency, 215–16
    - steps of, 194
  - Global networking, 585–86
  - Global New Product Development (GNPD), 345
  - Global overview, 593
  - Global phased rollout, 349. *See also* Waterfall strategy
  - Global-pricing contracts (GPCs), 415
  - Global product development process (GPD), 351–52
  - Global product division structure, 578–80
  - Global reach, 11–12
  - Global scope, 439e
  - Global segments, 227
  - Global sponsorships, 451–53, 452n
  - Global strategic marketing plan, 576
  - Global strategy, 254
  - Global village, 242, 436, 437
  - GLOBE. *See* Global Leadership and Organizational Behavior Effectiveness
  - Glocal mindset, 590
  - GNP. *See* Gross national product (GNP)
  - GNPD. *See* Global New Product Development
  - GNPD database, 345
  - “Good enough” products, 44
  - Government
    - incentives/programs, 146–48
    - Internet regulations, 632–33
    - policies/instruments, in political environment, 158e
    - policies/regulations, in political environment, 146–55
    - pricing policies, 401–2
    - procurement, 148
    - promoting exporting, 553–59
    - regulations (openness), in entry mode selection, 295
    - role in market entry, 470–71
    - structure, in political environment, 144–46
  - GPCs. *See* Global-pricing contracts
  - GPD. *See* Global product development process
  - Gray markets, 401, 426
    - Alliance for Gray Market and Counterfeit Abatement, 563
    - benefits, 566
    - case study, 572–73
    - combating, 567e–568e
    - conditions for, 564
    - confronting, 570
    - currency fluctuation, 564
    - defined, 563
    - Internet and, 565–66
    - IT and, 563
    - legal differences, 564
    - market demand, 564
    - monitoring, 566
    - opportunistic behavior, 564
    - segmentation strategy, 564–65
    - transactions, 414
  - Grease payments, 183
  - Great Depression of 1929, 2
  - Greenfield operations, 312, 315
  - Green marketing, 169
  - Gross domestic product (GDP), 3, 32, 88, 232–33
    - Asia, 86
    - China, 3, 43
    - gaps, 34
    - global, 542
    - growth, 33, 33e
    - India, 3
    - trade and, 35–36
    - United States, 3, 43, 542
  - Gross national product (GNP), 232
  - Group of Eight (G8), 164–65, 180, 185
  - Group of Eight plus Five (G8+5), 165
  - Group of Seven (G7), 164–65
    - demographics, compared to EMs, 600e
    - utilities, compared to EMs, 601e
  - Guanxi, 111, 111e, 171
  - “Guanxi,” 6gp
  - Gulf Cooperation Council, 54
- H**
- Hallmark branding, 367
  - Harare Protocol, 178
  - Hard levers, 592
  - HDI. *See* Human Development Index
  - Hierarchy culture, 131
  - High context cultures, 119
  - High-value industries, 27gp
  - HIV/AIDS, 71, 126gp–127gp, 174
  - Hofstede’s classification scheme, 119–22, 472, 475
  - Hollow corporations, 515

- Home country, 142–44  
 Homogenous population, 343  
 Host country, 142–44  
 Human Development Index (HDI), 234  
 Humane orientation, 123  
 Human resource development, 592  
 Hypercompetition, 264  
 Hyperinflation, 38–39, 404
- I**
- IBEA. *See* Incremental break-even analysis  
 ICs. *See* Innovation centers  
 ICT. *See* Information communications technology;  
 Internet connectivity and technology  
 Ideology, 144  
 IEEPA. *See* Economic Emergency Powers Act, U.S.  
 IMC. *See* Integrated marketing communications  
 IMFI. *See* International Monetary Fund  
 Importing, 45e. *See also* Export-Import Bank; Importing mechanics; Parallel imports  
 ASEAN, 152gp  
 buyer behavior model, 560e  
 dollar and, 559, 570  
 duties, 562–63  
 euro and, 559  
 managing, 559–61  
 TIB, 562  
 United States, 559  
 Importing mechanics  
 import document/delivery, 561–62  
 import transactions, 561  
 INCOTERMS. *See* International Commercial Terms  
 INCOTERMS 2000, 550–51  
 Incremental break-even analysis (IBEA), 339–42  
 Incrementalization, 276  
 India, 2, 107, 155, 188, 282, 611  
 advertising in, 426–29  
 case study, 107, 188, 660–65  
 GDP, 3  
 IT in, 44  
 Press Note 18, 155  
 reaching rural, 620e  
 skin whitener in, 128  
 soft drink industry, 107  
 software industry, 19  
 Indirect exporting, 16, 299–300, 545–47  
 direct exporting *vs.*, 547e  
 Indirect offset, 419  
 Individualism, 120, 122e  
 Inflation. *See also* Hyperinflation  
 in Argentina, 89gp  
 in Brazil, 38–39  
 in China, 89gp  
 in emerging economies, 89gp  
 in Latin America, 89gp  
 pricing in, 403–5  
 in Russia, 89gp  
 Informal control methods, 591–92  
 Information communications technology (ICT), 632  
 Information-related products, 51  
 Information technology (IT), 42gp, 44  
 brand sales, 214  
 CAPI, 215  
 CATI, 215  
 changing competition and, 51–54  
 competitiveness in Japan, 42pg  
 competitiveness in United States, 42pg  
 consumer panel data, 213–14  
 e-commerce regulations and, 53–54  
 in economic environment, 51–54  
 EMs and, 604  
 explosion, 249  
 in global marketing research, 213–15  
 gray markets and, 563  
 hubs, 388  
 in India, 44  
 intellectual property, value of, 52–53  
 in marketing strategies, 250–54  
 market share movements, 214  
 micromarketing, 214  
 POS store scanner data, 213  
 scanning data, 214–15  
 in services, global marketing, 388  
 single-source data, 214  
 Innovation centers (ICs), 345  
 Integrated marketing communications (IMC), 458  
 Intellectual outsourcing, 519  
 Intellectual property  
 copyrights, 175–76, 177gp  
 electronically represented, 52  
 IPR, 633  
 in legal environment, 172–76  
 patents, 174–75  
 protecting in China, 380e  
 protection treaties, 176–80  
 trademarks, 176, 177gp  
 trade secrets, 176  
 value of, 52–53  
 WIPO, 178  
 WTO and, 52  
 Intellectual property rights (IPR), 633  
 Interdependency, 264–65  
 Interfaces. *See* Marketing interfaces  
 Intermodal transportation, 505  
 Internalization, 14  
 theory, 29–30  
 Internal market adjustment, 84  
 Internal Revenue Service, U.S., 410–11  
 International agreements. *See also specific international agreements*  
 fast-track trade authority, 164  
 in political environment, 163–67  
 International Bank for Reconstruction and Development. *See* World Bank  
 International Banking Act of 1978, 153  
 International business *vs.* international trade, 11  
 International Commercial Terms (INCOTERMS), 550–51  
 International Court of Justice, 167  
 International division structure, 578–79  
 International law, 167  
 International marketing, 17. *See also* Global marketing  
*International Marketing Data and Statistics*, 198  
 International Monetary Fund (IMF), 50gp, 98, 162, 183, 544  
 credit, 70–71  
 in international monetary system, 69–71  
 members, 70  
 purposes, 69–70  
 Structural Adjustment Program, 155  
 International monetary system  
 currency blocs, 72–74  
 development, in financial environments, 68–74  
 IMF, 69–71  
 International product cycle theory, 27–29, 29e  
 International retailing  
 defined, 525  
 distribution, 525–33  
 e-commerce and, 533  
 on-time information management, 529–30  
 private-label brands (store brands), 527–28

- push vs. pull, 528–29  
 top ten retailers, 525e  
 world differences, 530–33  
 International trade, 45, 60, 146, 151.  
   *See also* General Agreement on  
   Tariffs and Trade; International  
   Trade Organization; Normal  
   Trade Relations; World Trade  
   Organization  
   automobile industry and, 12  
   international business vs., 11  
   management, 12  
   principles of, 26  
   UNCITRAL, 54  
   United States, 3  
 International Trade Administration  
   (ITA), 146  
 International Trade Commission,  
   U.S., 151  
 International Trade Organization  
   (ITO), 45  
 Internet, 459. *See also* E-commerce  
   in Brazil, 533  
   bulletin boards, 207–8  
   chat groups, 207–8  
   in China, 143, 252, 533  
   communication strategies,  
     645–52  
   competitive advantage, 633–34  
   consumers, 634  
   cultural barriers to, 688–89  
   distribution and, 645–48  
   exchange rate pass-through and,  
     80–81  
   expatriates, 489  
   focus groups, 208  
   global branding, 641–42  
   in global marketing, 6gp, 21,  
     626–52  
   global marketing research, 206–9,  
     207e  
   government regulations, 632–33  
   gray markets and, 565–66  
   ICT, 629  
   infrastructure, 629–31  
   ISPs, 632–33  
   Japan sales, 252  
   knowledge barrier to, 631–32  
   language barriers, 627–28  
   logistics and, 510–11  
   marketing, 110gp  
   marketing strategies, 637–41, 637e  
   NT and, 650–52  
   one-to-one marketing, 652  
   online panels, 208  
   online surveys, 207  
   physical distribution and, 510–11  
   pricing and, 644–45  
   product development, 642–43  
   revolution, 5–8  
   services, global marketing,  
     643–44  
   top usage, 627e  
   web visitor tracking, 208  
   WiFi, 630  
 Internet connectivity and  
   technology (ICT), 629  
 Internet Service Providers (ISPs),  
   632–33  
 Intra-firm sourcing, 512, 513  
 Intra-firm trade, 12–13, 21  
 Invention, 332  
 Inventory  
   JIT, 265  
   management, in Japan, 91  
   management, in physical  
     distribution, 505–9  
 Investment regulations, 153–55  
 IPR. *See* Intellectual property rights  
   (IPR)  
 Iranian Revolution of 1980's,  
   142  
 Iraq War, 2, 162  
 Islamic law (Sharia), 170  
 ISO 9000, 171–72  
 ISO 14000, 171–72  
 IT. *See* Information technology  
 ITA. *See* International Trade  
   Administration  
 ITO. *See* International Trade  
   Organization
- J**
- Japan, 23, 118gp, 166, 193, 302gp,  
   317–18, 320, 331gp, 342, 376,  
   377e, 526, 532gp, 545. *See also*  
   Yen  
   advertising in, 426–27  
   automobile industry, 331, 331gp,  
     465  
   bureaucrats, 145  
   business etiquette, 108  
   cartoons in, 127  
   case study, 536–37, 665–71  
   color in, 114  
   direct marketing, 532gp  
   economy, 35  
   exporting, 166  
   external market adjustment and,  
     84  
   FDI, 12, 37–38  
   foreign access zones, 522gp  
   Foreign Exchange and Foreign  
     Trade Control Law, 166  
   foreign retailers, 532gp  
   global marketing research, 218gp  
   ink jets/printers, 20  
   internal market adjustment and,  
     84  
   Internet sales, 252  
   inventory management, 91  
   IT competitiveness, 42gp  
   JBIC, 557  
   JEIC, 555  
   JETRO, 555  
   JIT delivery system, 144  
   Large-Scale Retail Store Law,  
     531, 532gp  
   marketing interface in, 275  
   marketing surveys in, 203  
   patents, 174, 175gp  
   product ratings, 384–85, 384e  
   razor blades in, 118gp  
   R & D in, 275  
   recession, 7  
   semiconductor industry, 148  
   trade barriers, 49gp  
   trade dependence ratios, 34  
   United States carmakers in, 331,  
     331gp  
 Japan Bank for International  
   Cooperation (JBIC), 557  
 Japanese External trade  
   Organization (JETRO), 555  
 Japan Export Information Center  
   (JEIC), 555  
 JBIC. *See* Japan Bank for  
   International Cooperation  
 JEIC. *See* Japan Export Information  
   Center  
 JETRO. *See* Japanese External  
   trade Organization  
 Jihad movement, 163  
 JIT. *See* Just-in-time  
 Joint ventures  
   benefits, 307  
   bridging cultural gaps, 310  
   caveats, 307–8  
   conflicting, in China, 308e  
   cooperative, 307  
   drivers behind, 308–12  
   equity, 307  
   establishing objectives for, 310  
   incremental approach, 311–12  
   managerial commitment/respect,  
     310  
   as market entry strategies,  
     306–12  
   MNCs and, 306–7  
   selecting right partner, 308–10  
 Jones Act, 503  
 Just-in-time (JIT), 144, 338  
   inventory, 265  
   manufacturing, 31

**K**

Kinship, 111  
 Knowledge barrier, 631–32  
 Kosovo crisis of 1999, 142

**L**

Lag countries, 343  
 Laissez-faire  
   advertising copy creation, 438  
   organizational design, 593  
 Language, 110gp  
   back translations, 110  
   barriers, in advertising, 427–28  
   barriers to Internet, 627–28  
   business rules of thumb, 109  
   Chinglish, 108e  
   as culture element, 108–11  
   “living,” 108  
   silent, 108  
   Spanish for tires, 429e  
   spoken, 108  
   translation errors, 427–28  
 Large-Scale Retail Store Law  
   (Japan), 531, 532gp  
 Latin America, 404  
   countertrading, 420–21  
   e-commerce in, 251  
   EMs, 597  
   financial crisis, 72  
   inflation in, 89gp  
   marketing surveys in, 203  
 Law(s). *See also* Legal environment  
   civil, 170  
   code (written), 170  
   commercial, 170  
   common, 170  
   EU antitrust laws, 182  
   Foreign Exchange and Foreign  
   Control Law (Japan), 166  
   international, 167  
   Islamic (Sharia), 170  
   Large-Scale Retail Store Law  
   (Japan), 531, 532gp  
   in legal environment, 170  
   local content, 55  
   Rabattgesetz (rebate law), 168  
   Sharia (Islamic law), 170  
   Socialist, 170  
   socialist, 170  
   Soviet Union, 170  
   SPLT, 180  
   trade, 149–53  
   UNCITRAL, 54  
   United Kingdom e-commerce,  
   169  
   United States antitrust, 180–82  
 Law of nations. *See* International  
   law

LCCP. *See* Local consumer culture  
   positioning  
 LCPS. *See* Local currency price  
   stability  
 Lead countries, 343  
 Lead markets, 48, 224, 279–80  
 Legal environment, 141–42  
   arbitration and, 171  
   business practices, 168–69  
   cultural values in, 170–71  
   e-commerce regulations, 167  
   enforcement and, 171  
   EU antitrust laws, 182  
   FCPA, 182–83, 184gp, 185  
   intellectual property in, 172–76  
   international law in, 167  
   ISO 9000 and, 171–72  
   ISO 14000 and, 171–72  
   issues facing companies, 168e  
   jurisdiction and, 171  
   laws in, 170  
   lawyers in, 170e  
   legal system types, 170  
   local legal systems/laws, 167–71  
   planning in, 171  
   transcending national boundaries,  
   171–85  
   understanding, 167  
   United States antitrust laws,  
   180–82  
 Letter of credit, 559, 561, 570  
 Level of integration, 468  
 Licensee, 301  
 Licensing  
   benefits, 301–2  
   caveats, 302–3  
   cross, 301  
   export license, 549  
   export license requirements, 149  
   general license, 549  
   market entry, 470  
   in market entry strategies, 301–3  
   profitability analysis, 302  
   validated license, 549  
 Licensor, 301  
 Lifestyle segmentation, 235  
 Liner service, 504  
 Listening post, 378  
 Local branding, 366–67  
 Local consumer culture positioning  
   (LCCP), 240–41, 242e  
 Local content laws, 55  
 Local currency price stability  
   (LCPS), 408  
 Localization vs. globalization, 268  
 Localized positioning, 236–39  
 Logistical integration, 506  
 Logistics. *See also* Distribution

costs, 499  
 domestic, 502  
 e-commerce and, 508  
 FTZ, 520–23, 521e  
 global, 500–502, 500e, 533–34  
 Internet and, 510–11  
 management, 498n  
 sourcing strategy, 511–20, 513e  
 as supply chain management, 498,  
 498n  
 3PL, 509–10  
 Logos, 112  
 Longitudinal method of analogy,  
 210  
 Long-terminism, 120–21  
 Loss leaders, 417  
 Low-context cultures, 119

**M**

Maastricht Treaty, 11, 58, 93  
 Macro-segmentation, 226–27,  
 226e  
 Mainstream, 237  
 Malaysia, 92, 387  
   advertising regulations, 444–45,  
   444e  
   case study, 424–25  
 Managed (dirty) float, 72  
 Maquiladoras, 522, 539–40, 540n.  
   *See also* Mexico  
 Market(s). *See also* Big Emerging  
   Markets; Emerging markets;  
   Gray markets  
   challenger, 224  
   common market, 57–58  
   coordination across, in global  
   marketing, 18  
   cross-subsidization, 278  
   global, in product policy decisions,  
   new products, 344–51  
   globalization of, 254  
   lead, 48, 224, 279–80  
   saturation in domestic, 2–3  
   Single European Market, 338  
   size/growth, in entry mode  
   selection, 294  
 Market culture, 591–92  
 Market entry. *See also* Level of  
   integration  
   corporate citizens and, 471  
   EMC, 468–69  
   ETCs, 469–70  
   government role, 470–71  
   high involvement, 470  
   licensing, 470  
   limited involvement, 470  
   mid-level involvement, 470  
   in sales management, 467–71

- Market entry strategies, 290–91  
 advantages/disadvantages, 323e  
 contract manufacturing, 305–6  
 entry mode selection, 294–99  
 exit strategies, 319–23  
 exporting, 299–301  
 franchising, 303–5  
 joint ventures, 306–12  
 licensing, 301–3  
 strategic alliances, 315–17  
 target market selection, 291–94,  
 292e, 293e  
 timing of entry, 317–19  
 variety of, 323  
 wholly owned subsidiaries, 312–15
- Marketing, 198. *See also*  
 Advertising; Advertising copy  
 creation; Communication;  
 Global marketing; Global  
 marketing imperative; Global  
 marketing research;  
 Multidomestic marketing;  
 Primary global marketing  
 research; Product policy  
 decisions, marketing products;  
 Secondary global marketing  
 research; Services, global  
 marketing  
 ability, 30  
 B2B, 453–54  
 brand equity support, 365  
 brand-in-the-hand, 453  
 buzz marketing, 455  
 control, in organizational design,  
 590–92  
 database, 134  
 defined, 13, 13n  
 direct marketing, 451, 532gp  
 domestic, 14–15, 21  
 in Europe, 91  
 in Eurozone, 92–98  
 exporting, 16–17  
 GIMC, 457–58  
 green, 169  
 IMC, 458  
 interfaces, 271e  
 international, 17  
 Internet, 110gp  
 micromarketing, 214  
 in MNCs, 347  
 mobile, 453  
 multinational, 17–18  
 one-to-one, 652  
 relationship, 473–74  
 surveys, in India, 203  
 surveys in Latin America, 203  
 test marketing, 347–48, 348e  
 viral, 455–56  
 word-of-mouth, 455
- Marketing interfaces  
 in Japan, 275  
 marketing strategies and,  
 270–76  
 R&D/operations and, 271e,  
 271gp–272gp
- Marketing mix  
 culture and, 126–30  
 distribution and, 125–29  
 pricing and, 128  
 promotion and, 129–30  
 in segmentation/positioning,  
 224–25
- Marketing strategies, 249–50  
 benefits, 266–68  
 competition in, 250–54  
 competitive advantage, 259–60  
 competitive analysis, 283–84  
 competitive industry structure,  
 257–59, 258e  
 competitor-focused approach,  
 261–62  
 content/coverage, 266e  
 cost reduction, 266–67  
 customer-focused approach,  
 261–63  
 designing/implementing, 284  
 e-commerce, 251–53  
 e-companies, 253  
 for EMs, 599–621  
 enhanced customer preference,  
 267  
 first-mover advantage vs. first-  
 mover disadvantage, 260–62  
 global citizens, 253–54  
 global industry, 254–57  
 global marketing strategy, 255–70  
 hypercompetition, 264  
 improved products/program  
 effectiveness, 267  
 increased competitive advantage,  
 268  
 interdependency, 264–65  
 IT/competition, 250–54  
 limits to, 268–69  
 marketing interfaces and, 270–76  
 multidomestic, 256  
 online communication, 251  
 operations and, 270–77  
 R & D and, 270–76  
 real-time management, 250–51  
 regionalization of, 276–82  
 standardization in, 265
- Market orientation, 13  
 Market price, 410  
 Market share movements, 214  
 Market size assessment, 211e  
 analogy method, 207–10  
 chain ratio method, 211  
 cross-sectional regression  
 analysis, 212–13  
 in global marketing research,  
 209–13  
 trade audit, 210–11
- Market-type culture, 131–32
- Marriage, 111. *See also* Family;  
 Kinship
- M&As. *See* Mergers & acquisitions
- Masculinity, 120, 122e
- Master franchising, 304
- Material life, as culture element,  
 106–7
- Materials management, 500
- Matrix structure, 578, 583–85
- MBTI. *See* Myers-Briggs Type  
 Indicator
- Mechanistic emphasis in  
 organizations, 130–31
- Media, 1, 441gp, 459. *See also*  
 Advertising; Non-traditional  
 media  
 commercialization, 442–43  
 costs, 442, 442e  
 decisions in advertising, 440–44  
 deregulation, 442–43  
 global/regional, 443  
 infrastructure, 440–41  
 limitations, 441–42  
 monitoring, 443–44  
 NT, 443  
 quality, 442  
 recent trends, 442–44
- Merchant intermediary, 523–24
- Merchant Marine Act, U.S., 503
- MERCOSUR. *See* Southern  
 Common Market
- Mergers, 59, 313–15
- Mergers & acquisitions (M&As),  
 59
- Metanational innovators, 351
- Mexico. *See also* Maquiladoras  
 benefit segments, 234e  
 case study, 685–89  
 exchange rate fluctuations, 75,  
 77–78  
 Mexico Border Industrialization  
 Program, 539–40, 540n  
 peso devaluation, 38–39  
 political parties, 145  
 trade deficit, 154
- Micromarketing, 214
- Micro-segmentation, 226–27
- Millions of theoretical operations  
 per second (MTOPS), 558gp
- Mission statements, 389

- MMS. *See* Multimedia messaging service
- MNCs. *See* Multinational corporations
- Mobile marketing, 453. *See also* Brand-in-the-hand marketing; Buzz marketing; Word-of-mouse marketing
- Mobility, 343
- Mobilizing, 352, 352e
- Mobisodes, 441gp
- Modular approach, 338–39, 353, 440
- Monetary union, 58
- Morgan Stanley's Emerging Market Index, 598
- Most Favored Nation. *See* Normal Trade Relations
- MTOPS. *See* Millions of theoretical operations per second
- Multicountry campaigns, 266
- Multidomestic marketing, 17, 256, 256gp
- Multi-local multinational, 583
- Multi-local status, 240–41
- Multimedia messaging service (MMS), 441gp
- Multinational corporations (MNCs), 5, 12–13, 61, 131–32, 156, 236, 259, 265, 269, 281, 287, 291  
 advertising copy creation, 438  
 as “born global,” 60  
 cultural values, 295–96  
 defined, 58–59  
 in economic environment, 58–59  
 entry mode selection, 298–99  
 euro and, 97  
 FDI and, 59–60, 59e  
 joint ventures and, 306–7  
 near-market knowledge, 319  
 numbers, 59  
 organizational design and, 575  
 parallel imports and, 417  
 pricing challenges, 395  
 private labeling, 528  
 product mix, 374–77  
 product piracy and, 378–79  
 product policy decisions, new products, 330, 353  
 sales promotions and, 449  
 sizes of, 60  
 smuggling/black markets and, 569gp  
 successful, in United States, 589–90  
 test marketing and, 347  
 transfer pricing and, 409–12  
 wholly owned subsidiaries and, 312–13
- Multinational fans, 228
- Multinational marketing, 17–18
- Multinational product lines  
 categories, 378  
 competitive climate, 376  
 customer preferences, 374–75  
 history, 377–78  
 organizational structure, 376  
 price spectrum, 376  
 in product policy decisions, marketing products, 374–78
- Multiple-party system, 145
- Myanmar, condom use in, 126gp–127gp
- Myers-Briggs Type Indicator (MBTI), 474–75, 474e
- N**
- N-11. *See* Next Eleven
- NAFTA. *See* North American Free Trade Agreement
- NASA. *See* National Aeronautics and Space Administration
- NASSCOM. *See* National Association of Software and Services Companies
- National Aeronautics and Space Administration (NASA), 64
- National Association of Software and Services Companies (NASSCOM), 519
- National Counterterrorism Center, 163
- National Trade Data Bank (NTDB), 198
- Nay-saying, 205
- Near-market knowledge, 319
- Negotiated pricing, 411
- Netherlands, trade dependence ratios, 34–35
- Networked organization model, 579, 585–86
- New champions  
 in China, 604  
 competing against, 607–8  
 emerging economies and, 603–8  
 identified, 603–7
- Newly industrialized countries (NICs), 146
- New product development (NPD), 344, 353
- Next Eleven (N-11), 599
- NGOs. *See* Non-governmental organizations
- Niche, 227, 260  
 products, 378
- NICs. *See* Newly industrialized countries
- NIH. *See* Not Invented Here
- NIH Syndrome, 438
- Nikkei Shimbun*, 1
- Non-governmental organizations (NGOs), 155, 156–57, 157gp
- Non-tariff barriers (NTBs), 149, 150e, 152gp, 265
- Non-traditional media (NT), 443, 650–52
- Normal Trade Relations (NTR), 45, 46gp
- North American Free Trade Agreement (NAFTA), 8, 54–56, 164, 172, 249, 276, 278, 281, 505, 526, 540  
 cabotage and, 507gp  
 provisions, 55
- Not Invented Here (NIH), 437
- NPD. *See* New product development
- NT. *See* Non-traditional media
- NTBs. *See* Non-tariff barriers
- NTDB. *See* National Trade Data Bank
- NTR. *See* Normal Trade Relations
- Nuclear family, 111
- O**
- Objective-and-task method, 433
- Observability, 342
- Observational research, 206
- Ocean shipping, 504. *See also* Bulk shipping; Liner service
- OECD. *See* Organization for Economic Co-operation and Development
- Offset, 419
- Offshore outsourcing, 514
- Offshore sourcing, 512
- Offshore subsidiary sourcing, 513
- Omnibus survey, 195, 196e
- Omnibus Trade and Competitiveness Act of 1998, 38
- One-to-one marketing, 652
- Online advertising, 648–50
- Online panels, 208
- Online scale vs. offline market sensitivity, 268
- Online surveys, 207, 652
- On-time information management, 529–30
- Open account, 553
- Operational and marketing ability, 30
- Operations, 181  
 core components standardization, 273–74

- Greenfield, 312, 315  
 hedging, 78n  
 marketing strategies and, 270–77  
 MTOPS, 558gp  
 operational and marketing ability, 30  
 product design families, 274  
 R&D/marketing interfaces and, 271e, 271gp–272gp  
 universal product with all features, 274  
 universal product with different positioning, 274–75
- Opportunism, 302
- Organic emphasis in organizations, 130–31
- Organizational culture, 130–32, 131e
- Organizational design, 579e  
 bottom-up, 593  
 brand management, 587–88  
 environmental factors, 577–78  
 firm-specific factors, 578  
 formal (bureaucratic) control systems, 590–91  
 geographic structure, 578, 580–83, 580e  
 global product division structure, 578–80  
 global strategic marketing plan, 576  
 informal control methods, 591–92  
 international division structure, 578–79  
 key criteria, 577–78  
 laissez-faire, 593  
 marketing control, 590–92  
 matrix structure, 578, 583–85  
 MNCs and, 575  
 networked organization model, 579, 585–86  
 options, 578–87  
 soft levers vs. hard levers, 592  
 structure life cycle, 588–90
- Organization for Economic Co-operation and Development (OECD), 41, 116, 173, 183, 198, 544
- Outsourcing, 305–6, 512–17  
 case study, 496  
 intellectual, 519  
 offshore, 514  
 reasons for, 515e  
 service activities, 518  
 short-term benefits, 515  
 sweatshops and, 516gp
- Overcustomization, 341
- Overstandardization, 341
- P**
- Packaging, 91
- Pan-regional prices, 415–17, 416e
- Parallel imports, 401, 415–16, 417, 563
- Parallel translation, 202
- Paris Convention, 177–78
- Pass-through  
 in currency fluctuations, 406–9  
 currency stability and, 407e  
 exchange rate, 79–81, 406–9
- Patent(s)  
 ARIPO, 179  
 Brazil, 174  
 cross-patent agreements, 301  
 EAPO, 179  
 EPO, 178  
 European Patent Convention, 178–79  
 first-to-file, 174, 175gp  
 first-to-invent, 174, 175gp  
 as intellectual property protection, 174–75  
 Japan, 174, 175gp  
 PCT, 178  
 PLT, 178  
 SPLT, 180  
 United States, 174, 175gp
- Patent Corporation Treaty (PCT), 178
- Patent Law Treaty (PLT), 178
- PC. *See* Personal computer
- PCT. *See* Patent Corporation Treaty
- Peplemeters, 214
- Per-capita income, 233
- Percentage  
 of sales, 431  
 of women in labor force, 343
- Performance orientation, 123
- Perishability, 503
- Persian Gulf War of 1990's, 142
- Personal computer (PC), 25–26, 26e, 173
- Personal selling, 471, 475–82
- Peso, 79, 154
- Petrodollars, 7
- Phase-out policy, 161
- Physical distribution, 500  
 costs, in Europe, 501gp–502gp  
 distance and, 502  
 exchange rate fluctuation and, 502  
 foreign intermediaries in, 502  
 Internet and, 510–11  
 inventory management, 505–9  
 managing, 502–11  
 regulation, 502–3  
 3PL in, 509–10
- transportation in, 503–5  
 warehousing, 505–9
- Piggyback exporting, 300, 546–47
- PISA. *See* Programme for International Student Assessment
- Planned economies, 144
- Plant Protection Quarantine Inspection Program, U.S., 560
- PLT. *See* Patent Law Treaty
- Point-of-sale (POS), 213
- Political environment, 141–42  
 case study, 190  
 government policies/instruments, 158e  
 government policies/regulations, 146–55  
 government structure, 144–46  
 home country vs. host country, 142–44  
 international agreements in, 163–67  
 managing, 158–61  
 social pressures/special interests, 155–57  
 terrorism/world economy in, 162–63
- Political parties, 144–45
- Political risk, 552
- Political union, 58
- Polycentrism, 17
- Portfolio investment, 38–39, 82
- POS. *See* Point-of-sale
- Potential entrants, 258
- Pound, 70, 79
- Power distance, 119–20, 121e
- PPP. *See* Purchasing power parity
- PR. *See* Public relations
- Preference similarity, 28
- Price coordination  
 considerations in, 414–15  
 GPCs, 415  
 pan-regional prices, 415–17, 416e  
 in pricing, 413–18
- Price corridor, 416–17
- Price escalation, 402–3
- Price spectrum, 376
- Price transparency, 644. *See also* Cost transparency  
 with Euro, 95–97
- Pricing. *See also* Transfer pricing  
 antidumping regulation and, 412–13, 422  
 arm's length prices, 410  
 auto, in EU, 401  
 automobile industry, in EU, 401  
 below cost, 413  
 challenges to MNCs, 395

- Pricing. (*Continued*)  
 company costs and, 397  
 company goals and, 396–97  
 competition and, 398–400  
 cost-based, 411  
 countertrade in, 418–22, 418e  
 cultural symbolism and, 398, 399e  
 currency fluctuations and, 405–9  
 customer demand and, 398  
 discrimination, 413  
 distribution channels, 400–401  
 dynamic incremental pricing, 397  
 EDLP, 400  
 EMs' strategy, 615–16  
 end-8 prices, 398, 399e  
 errors, 422  
 ex-factory prices for  
   antidepressants, 399–400, 400e  
 export prices, 402–3  
 flexible cost-plus pricing, 397  
 foreign market drivers, 396–402  
 government policies, 401–2  
 in inflationary environments,  
   403–5  
 Internet and, 644–45  
 marketing mix and, 128  
 market price, 410  
 negotiated, 411  
 non-cash, 395  
 price coordination, 413–18  
 price escalation, 402–3  
 PTM, 408  
 retail, across cities, 396e  
 rigid cost-plus pricing, 397  
 in Russia, 403  
 warfare in China TV market,  
   401gp  
 with weakening dollar, 408e  
 Pricing-to-market (PTM), 408  
 Primary global marketing research,  
   217  
   contact method, 204–5  
   cross-cultural, 202–6  
   focus groups, 200–202  
   Funny Faces scale, 203e  
   information collection, 205  
   observational research, 206  
   price study, 204e  
   questionnaire design, 202–3  
   sampling plan, 203–4  
 Private-label brands (store brands),  
   527–28  
 Product(s). *See also* Core-product  
   (common platform) approach;  
   Gross domestic product; Gross  
   national product; Multinational  
   product lines; Product mix;  
   Product policy decisions,  
     marketing products; Product  
     policy decisions, new products  
   adaptation, 333  
   category penetration, in brand  
     equity, 366  
   concept, 347  
   core, 378  
   differentiation, 259  
   diversity, 578  
   extension, 333  
   filler, 378  
   GNPD, 345  
   “good enough,” 44  
   GPD, 351–52  
   image, 382e  
   improved, in marketing strategies,  
     267  
   information-related, 51  
   international product cycle  
     theory, 27–29, 29e  
   Internet development, 642–43  
   invention, 333–34  
   loss leaders, 417  
   market drivers, in branding, 368  
   niche, 378  
   NPD, 344, 353  
   product design families, 274  
   ratings in Japan, 384–85, 384e  
   seasonal, 378  
   substitute, 259  
   universal, with all features, 274  
   universal, with different  
     positioning, 274–75  
   value, 90–91  
 Product design families, 274  
 Product mix, 91, 374–77  
 Product piracy, 399  
   in China, 378–81, 380e  
   MNCs and, 378–79  
   in product policy decisions,  
     marketing products, 378–82  
   strategic options, 380–82  
 Product policy decisions, marketing  
   products, 360–62  
   COO in, 382–86  
   EMs, 612–15  
   global branding strategies,  
     362–73  
   multinational product lines,  
     374–78  
   product piracy, 378–82  
   questions during, 389  
   services, global marketing, 386–89  
 Product policy decisions, new  
   products, 330–32  
   adaptation, 333  
   compatibility, 342  
   complexity, 342  
   conjunct analysis, 357–59, 358e,  
     359e  
   core-product (common platform)  
     approach, 339, 353  
   dual extension, 332–33  
   GDP, 351–52  
   for global markets, 344–51  
   global strategies, 332–34, 332e  
   IBEA, 339–42  
   for MNCs, 330, 353  
   modular approach, 338–39, 353  
   multinational diffusion, 342–44  
   observability, 342  
   product concept, 347  
   product extension, 333  
   product identification, 344–46  
   product invention, 333–34  
   relative advantage, 342  
   screening, 346–47  
   sprinkler strategy, 348–51  
   standardization vs. customization,  
     334–42  
   test marketing, 347–48, 348e  
   triability, 342  
   waterfall strategy, 348–51  
 Programme for International  
   Student Assessment (PISA),  
   116  
 Promotion. *See* Media; Publicity;  
   Public relations  
   in China, 130  
   marketing mix and, 129–30  
   sales, 449–51, 450e  
   trade, 400, 400n  
   in United States, 130  
 Prospecting, 352  
 Protected Designations of Origin  
   (PDO), 189  
 Protectionism, 386–87  
 Prototype standardization,  
   advertising copy creation,  
   439–40  
 PTM. *See* Pricing-to-market  
 Public good, 29  
 Publicity, 457. *See also* Media  
 Public relations (PR), 456–57, 457e.  
   *See also* Media; Promotion;  
   Publicity  
 Puffery claims, 446  
 Purchasing power parity (PPP),  
   74–75, 233
- R**  
 Rabattgesetz (rebate law), 168  
 Rationalization, 506  
 R&D, 266, 267  
   in automobile industry, 272  
   expenditures, 338



- in Japan, 275
- laboratories, 345
- marketing strategies and, 270–76
- operations/marketing interfaces and, 271e, 271gp–272gp
- Real-time management, 250–51
- Recession
  - consumption patterns, 90e
  - global, 13, 21, 34, 60, 67
  - Japan, 7
  - trigger, 67
  - United States, 2, 67
- Redundancy, 205
- Regiocentrism, 17–18
- Regional approach, advertising copy creation, 440
- Regional economic arrangements
  - common market, 57–58
  - in economic environment, 54–58
  - FTAs, 55–57
  - monetary union, 58
  - political union, 58
- Regional headquarters (RHQs), 583
- Regionalization, 284
  - cross-subsidization of markets, 278
  - emerging markets, 280–82
  - lead market in, 279–80
  - of marketing strategies, 276–82
  - weak market segments, 278–79
- Regional market agreements, 338
- Regional segments, 228
- Regional trading blocs, 577–78
- Regression analysis, 248
- Relationship marketing, 473–74
- Relative advantage, 342
- Religion, 114–15, 115
- Repatriation of expatriates, 492–93
- Replacement effect, 645, 646e
- Resource-based view (RBV), 298–99
  - theory, 30–31
- Return on investment (ROI), 590
- RHQs. *See* Regional headquarters
- Rigid cost-plus pricing, 397
- Ringgit, 86
- Risk. *See* Country risk
- Robinson Patman Act, U.S., 180–81
- ROI. *See* Return on investment
- Rupee, 79
- Russia, 161, 403, 415–16, 597
  - automobile industry case study, 63–64
  - EMs, 597
  - inflation in, 89gp
  - natural resources, 44
  - pricing in, 403
- S**
- SAARC. *See* South Asian Agreement for Regional Cooperation
- Salesforce
  - compensation, 478
  - downstream, 468
  - evaluating, 482
  - as front line, 493
  - international, 477
  - objectives, 476–77
  - recruitment/selection, 478–79
  - supervision, 480–82
  - training, 479–80
- Salesforce strategy, 493
  - in China, 466gp
  - in sales management, 467–71, 477–78
- Sales management, 465–67
  - corporate culture, 473
  - cross-cultural negotiations, 482–86, 484e, 485e
  - cultural considerations, 471–75
  - cultural generalizations, 472–73
  - cultural impact on, 475–82
  - degree of involvement, 469e
  - expatriates, 486–93
  - international strategy, 467e
  - market entry, 467–71
  - MBTI, 474–75, 474e
  - personal selling, 471
  - relationship marketing, 473–74
  - salesforce strategy, 467–71, 477–78
- Salesperson, 466
- Sales promotions, 449–51, 450e
- Sampling plan, 203–4
- Sampling procedure, 203
- Sampling size, 203
- Sampling unit, 203
- Sanctions, 149, 151gp
- Satellite communications, 5–6
- SBU. *See* Strategic business unit
- Scalar equivalence, 202–3
- Scale economics, 338
- Scale vs. sensitivity, 268
- SDRs. *See* Special drawing rights
- Search engine advertising, 649
- Seasonal products, 378
- Secondary global marketing
  - research, 217
    - data accuracy, 199
    - data age, 199
    - data comparability, 199–200
    - lumping of data, 200
    - problems with, 199–200
    - reliability over time, 199
- resources, 197e
- sources, 197–98
- SED. *See* Shipper's Export Declaration
- Segmentation/positioning, 221–22, 225e, 226–27, 242–43
  - bases for international, 229–35
  - behavior-based segmentation, 234
  - at Cathay Pacific, 223–24
  - cluster analysis, 247–48, 247e–248e
  - country screening, 222–23
  - demographics, 230–34
  - disaggregate international consumer segmentation, 226–27
  - entry decisions, 223
  - FCCP, 240–41
  - GCCP, 240–41
  - global marketing research and, 223
  - international approaches, 225–27
  - international strategies, 236–40
  - LCCP, 240–41, 242e
  - lifestyle, 235
  - macro-segmentation, 226–27, 226e
  - marketing mix, 224–25
  - micro-segmentation, 226–27
  - properties, 222
  - reasons for, 222–25
  - regression analysis, 248
  - resource allocation, 224
  - response variables, 247
  - scenarios, 227–28, 227e
  - strategy, 223–24, 237e
  - strategy in gray markets, 564–65
  - tools, 247–48
  - two-stage international segmentation, 226–27
  - uniform vs. localized, 236–39
  - universal appeals, 239–40, 240gp
  - universal product with different positioning, 274–75
  - value, 235
- Self-reference criterion (SRC), 125
- “Sell-direct” strategy, 265
- Semiconductor industry, 148
- September 11, 2001 terrorist attacks, 2, 8, 37, 558gp
- Services, global marketing
  - challenges to, 386–87
  - Internet, 643–44
  - IT in, 388
  - opportunities, 387–88
  - in product policy decisions, marketing products, 386–89
  - strategies, 388–89
- SES. *See* Socioeconomic strata analysis
- Shared vision, 593

- Sharia (Islamic law), 170  
 Sherman Antitrust Act, U.S., 180–81  
 Shipper's Export Declaration (SED), 548  
 Shipper's order bill of lading, 550  
 Shipping Act of 1916, U.S., 153  
 Shopping malls, 602e  
 Short messaging service (SMS), 441gp  
 Short-term capital, 82–83  
 Simple barter, 419  
 Singapore, 34–35, 112  
 Single European Market, 338  
 Single-party-dominant country, 144–45  
 Single-source data, 214  
 Small and medium-sized enterprises (SMEs), 97, 626–27, 629  
 SMEs. *See* Small and medium-sized enterprises  
 SMS. *See* Short messaging service  
 Smuggling, 400, 569, 569gp  
 SNS. *See* Social networking site  
 Social desirability bias, 205  
 Social interactions, as culture element, 111–12  
 Socialism, 144  
 Socialist laws, 170  
 Socially responsible investing (SRI), 516gp  
 Social networking site (SNS), 604  
 Social pressures, 155–57, 157gp  
 Socioeconomic strata analysis (SES), 233–34, 234e  
 Soft drink industry, 106–7  
 Soft levers, 592  
 Sogoshosha (general trading company), 469  
 Solo branding, 367  
 Sourcing strategy, 500  
   in logistics, 511–20  
   types of, 512–18, 513e  
 South America. *See also* Brazil; Latin America  
   dollar in, 73–74  
   financial crisis, 33, 67, 70, 72, 86–87, 98  
 South Asian Agreement for Regional Cooperation (SAARC), 54–55  
 Southern Common Market (MERCOSUR), 38, 54, 56, 249, 276, 505, 578  
 South Korea, 149, 320gp  
 Soviet Union. *See also* Commonwealth of Independent States; Russia  
   breakup of, 8, 142, 144, 145, 163  
   exchange rates and, 77  
   laws, 170  
 Special drawing rights (SDRs), 70, 72  
 Special Permit for Immediate Delivery, 562  
 Specific duty, 562  
 SPLT. *See* Substantive Patent Law Treaty  
 Spot (or current) market, 78–79  
 Sprinkler strategy  
   in product policy decisions, new products, 348–51  
   as simultaneous entry, 350  
   waterfall strategy *vs.*, 349e  
 SRC. *See* Self-reference criterion  
 SRI. *See* Socially responsible investing  
 Standardization  
   adaptation *vs.*, 268  
   advertising, 434–38, 459  
   common customer needs, 335, 338  
   core components, in operations, 273–74  
   customization *vs.*, in product policy decisions, new products, 334–42, 353  
   drivers toward, 334–38  
   efforts, in global competition, 18  
   global customers, 338  
   in marketing strategies, 265  
   overstandardization, 341  
   products in world market, 270e  
   prototype, in advertising copy creation, 439–40  
   regional market agreements, 338  
   scale economics, 338  
   time-to-market, 338  
 Sticker shock, 402  
 Stopford-Wells International Structural Model, 589, 589e  
 Straight bill of lading, 550  
 Strategic alliances  
   autonomy/flexibility in, 317  
   cross-border, 315  
   equal ownership, 317  
   logic behind, 317  
   as market entry strategies, 315–17  
   motives for, 316e  
   strong/weak partners, 317  
   successful, 316–17  
   types of, 315–16  
 Strategic business unit (SBU), 323, 579, 582, 594  
 Strengths, Weaknesses, Opportunities, and Threats (SWOT), 283  
 Subprime mortgage loan crisis, 87, 98  
 Subsidiary, 19gp  
 Substantive Patent Law Treaty (SPLT), 180  
 Substitute products, threat of, 259  
 Substitution drawback, 562  
 Summary axing, 372  
 Sunk costs, 397  
 Superglobal business, 593  
 Superlocal business, 593  
 Supply chain management, 498, 498n  
 Supply chains  
   disruptions, 517gp–518gp  
   euro and, 97  
   traditional, 528  
 Supply-side argument, 268  
 Sustainable development, 172  
 Switch traders, 419  
 SWOT. *See* Strengths, Weaknesses, Opportunities, and Threats  
 SWOT analysis, 283–84, 283e, 527e  
 Synergy, 307
- T**  
 Tangible goods, 386  
 Target exchange rate, 79  
 Target market selection  
   computing overall scores, 293  
   country indicators, 292–93  
   decision process, 292e  
   indicator selection/data collection, 291–92  
   in market entry strategies, 291–94  
   prescreening, 293e  
   rating countries on indicators, 293  
   steps of, 291–93  
 Tariffs, 149, 150e, 151, 153, 265. *See also* General Agreement on Tariffs and Trade; Non-tariff barriers  
 Tax holidays, 148  
 TCE. *See* Transaction-cost economics  
 Technological gap, 28, 600–601  
 Temporary Importation under Bond (TIB), 562  
 Terrorism, 162–63. *See also* September 11, 2001 terrorist attacks  
   C-TPAT, 558gp  
   Middle East, 162–63  
   National Counterterrorism Center, 163  
   in political environment, 162–63  
   world economy and, 162–63  
 Test marketing, 347–48, 348e

- Theory, 20. *See also specific theories*  
3PL. *See* Third-party logistics
- Third-party logistics (3PL),  
509–10
- TIBT. *See* Temporary Importation  
under Bond
- Time-to-market, 338
- Time-to-takeoff, 343, 344e
- Top-down budgeting, 434
- Top-down planning, 576
- Trade, 48, 50, 151, 174, 546, 546e. *See*  
*also* Foreign trade zones; Free  
trade areas; Free trade zones  
audit, 210–11  
balance, 82  
barriers, 49gp  
GDP and, 35–36  
laws, 149–53  
promotions, 400, 400n  
secrets, 176  
statistics, 83gp  
trade agreements, 45–51  
trade balance, 82  
“trade statistics,” 83gp  
trading-up, 413  
TRIPS, 48
- Trade deficit, 11  
Mexico, 154  
United States, 67, 83gp, 154
- Trademarks, 176, 177gp
- Trade Related Aspects of  
Intellectual Property Rights  
(TRIPS), 48, 50, 174
- Trade war, 149  
positive consequences, 153  
unchecked, 152  
United States vs. EU, 151gp
- Trading company, 546, 546e
- Transaction-cost economics (TCE),  
298
- Transaction cost theory, 29–30
- Transaction-specific assets, 298
- Transfer pricing  
case study, 424  
decisions, 410, 412e  
defined, 409  
determinants, 409–10  
MNCs and, 409–12  
setting, 410–11
- Transfer Pricing Guidelines for  
Multinational Enterprises and  
Tax Administrators*, 411
- Transfer risk, 552
- Transition economies, 598
- Translation equivalence, 202
- Translation errors, 427–28
- Transnational, 585
- Transnational manager, 594
- Transparent forewarning, 371–72
- Transportation, 507. *See also*  
Cabotage  
air freight, 504–5  
cost of transportation, 504  
in EMs, 599–600  
intermodal, 505  
ocean shipping, 504  
in physical distribution, 503–5
- Treaties, 167. *See also specific treaties*
- Treaty of Rome (1958), 57
- Triability, 342
- Triad regions, 3–4, 42, 267, 278–79,  
287, 599
- Triangulate, 199
- TRIPS. *See* Trade Related Aspects  
of Intellectual Property Rights
- Two-stage international  
segmentation, 226–27
- U**
- Umbrella branding, 367
- Uncertainty avoidance, 120,  
121e
- UNCITRAL. *See* United Nations  
Commission on International  
Trade Law
- Unconfirmed irrevocable letter of  
credit, 552
- UNCTAD. *See* United Nations  
Conference on Trade and  
Development
- Unfungible content, 53
- Uniform positioning, 236–39
- Unique segments, 229. *See also*  
Diverse segments
- Unique selling proposition (USP),  
236
- United Kingdom  
ASA in, 445  
canned soup industry in, 376  
“chav” phenomenon, 112  
countertrade, 420  
e-commerce laws, 169  
political parties, 145  
warehousing in, 500
- United Nations Commission on  
International Trade Law  
(UNCITRAL), 54
- United Nations Conference on the  
Environment and  
Development, 172
- United Nations Conference on  
Trade and Development  
(UNCTAD), 46gp
- United States, 64, 69, 177gp, 180–81,  
198, 254, 330, 429, 454, 507, 555.  
*See also* Dollar
- antitrust laws, 180–82
- automobile industry, 19, 147, 331,  
331gp
- balance of payments, 69, 81, 81e
- “buy domestic” policy, 148
- canned soup industry in, 376
- China relations, 143
- Cuba embargo, 149
- e-commerce in, 251
- economic resurgence, 7
- economy, 34–35
- EU case study, 64–65
- EU trade war, 151gp
- exporting, 43–44, 558gp
- exporting agencies, 549e
- exports, 43–44
- foreign ownership and, 153  
GDP, 3, 43, 542
- importing, 559
- international trade, 3
- IT competitiveness, 42gp  
as low-context culture, 119
- luxury tax, 402, 403  
as manufacturing location, case  
study, 101
- patents, 174, 175gp
- political parties, 145
- promotion in, 130
- protecting copyrights/trademarks,  
177gp
- recession, 2
- semiconductor industry, 148
- short-term capital and, 83
- soft drink industry, 106
- steel industry, 151
- subprime mortgage loan crisis, 87,  
98
- successful MNCs, 589–90
- trade barriers, 49gp
- trade deficit, 11, 67, 83gp, 154
- trade dependence ratios, 34
- United States vs. Aluminum  
Company of America*, 181
- Unit headquarters, 594
- Universal positioning, 239–40,  
240gp
- Universal product with all features,  
274
- Universal product with different  
positioning, 274–75
- Universal segments, 227
- Unsolicited export order, 560
- Uruguay Round, 46, 50
- U.S. Meat Export Federation  
(USMEF), 429
- USMEF. *See* U.S. Meat Export  
Federation
- USP. *See* Unique selling proposition

**V**

Validated license, 549  
 Value chain, 250  
 Value segmentation, 235  
 Value systems, 117–18  
 Value-to-volume ratio, 503  
 VER. *See* Voluntary export restraints  
 Vietnam, 142–43  
 Viral marketing, 455–56  
 Virtual teams, 586, 586e  
 Vitamin-fortified beverages, 345gp  
 Voluntary export restraints (VER), 413

**W**

*Wall Street Journal*, 1  
 Warehousing, 505–9  
 Wassenaar Arrangement, 166  
 Waterfall strategy  
   motive for, 349  
   in product policy decisions, new products, 348–51  
   as sequential entry, 350  
   sprinkler strategy vs., 349e  
 Weak market segments, 278–79  
 Web. *See* Internet  
 Web visitor tracking, 208  
 WHO. *See* World Health Organization  
 Wholly owned subsidiaries  
   acquisitions, 312, 313–15  
   benefits, 312  
   caveats, 312–13

greenfield operations, 312, 315  
 as market entry strategies, 312–15  
 mergers, 313–15  
 MNCs, 312–13  
 WIPO. *See* World Intellectual Property Organization  
 Won, 68, 86  
 Word-of-mouth marketing, 455  
 World Bank, 2, 33, 50gp, 98, 413  
   Bretton Woods conference and, 71–72  
   funding, 71  
   *World Bank Atlas*, 233  
 World Commission on the Environment and Development, 172  
 World Customs Organization, 378  
*World Development Report*, 544  
*World Factbook 2009*, 43  
 World Health Organization (WHO), 379  
 World Intellectual Property Organization (WIPO), 175gp, 178  
   Copyright Treaty, 179  
 World's largest companies, 7, 7e  
 World trade, 21  
   growth, 33e  
   top exporters/importers, 45e

World Trade Organization (WTO), 32, 56, 64–65, 185, 265, 287, 386–87, 503, 537  
 China and, 46gp–47gp, 155  
 commitments, 48  
 creation, 46  
 critics, 48, 49  
 dispute settlement mechanism, 48–50  
 e-commerce and, 50–51  
 intellectual property and, 52  
 nations under, 558  
 new members, 46n  
 protests against, 50gp  
 sanctions, 151gp  
 trade barriers and, 49gp  
 TRIPS and, 50  
 World Value Survey (WVS), 123–24, 124e  
 WTO. *See* World Trade Organization  
 WVS. *See* World Value Survey

**Y**

Yea-saying, 205  
 Yen, 79  
   appreciation, 92  
   in Asia, 74  
   depreciation, 86  
   dollar vs., 406–7  
   exchange rates, 77  
   in global economy, 73  
   SDRs and, 70  
   strength of, 66–67  
 Yuan, 72–73, 253

---

# AUTHOR INDEX

- A**  
Aaker, David A., 130, 195, 212, 363–64, 369, 371, 394, 430, 587  
Aaker, Jennifer I., 103, 140  
Aboul-Fath, Mahmoud, 398  
Abramson, Neil R., 474, 475  
Abratt, Russell, 371, 394  
Ackelsberg, R., 411  
Ackerly, John, 462  
Adams-Florou, Athena S., 542  
Adler, Ralph A., 425  
Agarwal, James, 202, 203, 217, 220, 481  
Aggarwal, Raj, 78  
Ainslie, Andrew, 343, 357  
Akhter, Syed H., 410  
Akmal, Hyder S., 329  
Aksen, Gerald, 171  
Alam, Pervaiz, 410  
Albright, Madeleine K., 183  
Alden, Dana L., 240, 246, 288, 365, 394, 450  
Alden, Edward, 49  
Aldridge, D. N., 204, 205, 216, 219  
Al-Eryani, Mohammad F., 410, 411  
Alexandrides, Costas G., 419  
Alfred, Brent, 273  
Al Janahi, Ahmed, 169  
Al-Makaty, Safran, 464  
Alpa, Dhanani, 102  
Alvarez-Plata, Patricia, 87  
Alzira, Salama, 499  
Amelio, William, 314  
Amine, Lyn S., 210, 212, 219, 469, 546  
Anckar, Patrik, 409, 553, 573  
Andersen, Kim Viborg, 53  
Anderson, Erin, 298, 299, 328, 418  
Anderson, James E., 413  
Anderson, Thomas W., 383  
Andreason, Aaron W., 492  
Aneiro, Michael, 536  
Angelidis, John P., 420, 421  
Anita, Kersi D., 563, 573  
Anwar, Syed Tariq, 182, 190  
Arafat, Yasser, 655  
Arbelaez, Harvey, 538–39  
Armstrong, Gary, 168  
Armstrong, Larry, 275  
Arnold, David, 5, 133, 360, 585, 593, 595, 611, 612, 617, 618, 625  
Arnold, Stephen J., 479  
Arpan, Jeffrey S., 411  
Arruda, Maria Cecilia Coutinho de, 56  
Ascarelli, Silvia, 510  
Assmus, Gert, 417, 425  
Athaide, Gerard A., 547  
Attia, Ashraf M., 496  
Aukakh, Preet S., 172, 176, 301  
Aulakh, Preet S., 265, 530  
Aurand, Timothy W., 497  
Austin, James E., 158  
Axinn, Catherine N., 547  
**B**  
Baack, Daniel, 259  
Bairoch, Paul, 39  
Baker, William E., 169  
Bakhtiari, S., 288  
Balabanis, George, 384  
Baligh, Helmy H., 140  
Ball, David, 176  
Balough, Richard C., 660  
Bamford, James, 311, 328  
Banga, Kamini, 25, 625  
Bargas, Sylvia E., 13  
Barnes, Paul, 539  
Barnet, Richard J., 11  
Barnevik, Percy, 586  
Barney, Jay B., 30  
Baron, Steve, 207  
Barr, William, 181  
Barrett, Amy, 78  
Barrie, Doug, 333  
Bartlett, Christopher A., 257, 584, 585, 589, 592, 593, 595, 606  
Bartlett, Douglas, 101  
Bartley, Douglas L., 161  
Bartoletti, Karen, 674  
Bateman, Connie Rae, 411, 412, 425  
Batra, Rajeev, 240, 246, 288, 365, 366, 394, 430  
Batson, Andrew, 49, 143  
Bauer, W., 584  
Beaty, Edmund W., 276  
Beaverstock, Jonathan V., 102  
Bech, Stine Ludvig, 671  
Beck, Ernest, 269  
Beck, John C., 634  
Beck, Kurt, 321–22  
Beck, Roman, 53  
Beckert, Beverly, 514  
Beckham, David, 452  
Beise, Marian, 279  
Bello, Daniel C., 469, 573  
Bellur, Venkatakrishna V., 404  
Benjamin, Daniel, 472  
Benson, John, 502  
Bentz, Brooks A., 539  
Bergen, Mark, 563, 573  
Berger, Mel, 482  
Berk, Emre, 144  
Berlusconi, Silvio, 313  
Birmingham, John A., 271, 272  
Berthon, Jean Paul, 644, 657, 658  
Berthon, Pierre, 644, 657  
Besanko, David, 323  
Besson, Madeleine, 480  
Betts, Paul, 59  
Bezmen, Trisha, 65  
Bhagat, Rabi S., 475  
Bhagwati, Jagdish, 413  
Bhattacharya, Arindam K., 604  
Bhaumik, Sumon, 612  
Bideman, Sol, 550  
Biederman, David, 51, 548  
Biel, A. L., 394  
Bigoness, William J., 475  
Bilefsky, Dan, 49  
Bird, Larry, 438  
Bird, Robert, 190  
Birge, Gregory, 392  
Birkinshaw, Julian, 133  
Bjerke, Rune, 430  
Bjørn-Andersen, Niels, 53  
Black, J. Stewart, 487, 489  
Blackwell, Roger D., 112  
Blair, Tony, 165  
Blakely, Gerald L., 475  
Bleackley, Mark, 317, 329  
Bleakhorn, David L., 473  
Bleeke, Joel, 317, 328  
Bleha, Thomas, 42  
Blodgett, Jeffrey G., 496  
Bloom, Helen, 581, 596  
Boedecker, George, 245  
Boersma, Mark, 332, 436  
Boggs, David J., 259  
Bond, Michael H., 120, 140  
Bork, Robert H., 180  
Bose, Amit, 104, 356  
Bot, Bernard L., 509  
Bottoli, Marcello, 125  
Boudette, Neal E., 168  
Bowers, Barbara L., 419  
Bowersox, Donald J., 500, 539  
Bowie, David, 372  
Boya, U. O., 449, 464  
Boyd, Douglas A., 464  
Brabeck-Letmathe, Peter, 584

- Brashear-Alejandro, Thomas, 497  
 Breach, Paul E., 386  
 Breen, Bill, 536  
 Briley, Donnel A., 103, 130, 140  
 Brodowsky, Glen H., 383  
 Brokenbaugh, Laura L., 13  
 Brønn, P. S., 316, 324, 329  
 Brooks, Harvey, 30, 272  
 Brosnan, Pierce, 439  
 Brousseau, Eric, 53  
 Brouthers, Keith D., 298  
 Brouthers, Lance Eliot, 11, 298  
 Brown, Anthony, 151  
 Brown, Owen, 49  
 Brown, Shona L., 261  
 Bryan, Lowell, 3, 42  
 Buchan, Nancy R., 475  
 Buckley, Peter J., 12  
 Bucklin, Louis P., 505  
 Bughin, Jacques, 642–43  
 Bulcke, P., 584  
 Bull, Nick, 239  
 Bunduchi, Raluca, 514  
 Buono, Drew, 173  
 Burbank, John, 263  
 Burns, Jane, 409  
 Bush, George W., 49, 164
- C**  
 Caira, M., 584  
 Calantone, Roger J., 545  
 Calcchio, Nicola, 614  
 Cameron, K. S., 131  
 Campbell, Andrew, 588, 596  
 Campbell, Ian, 87  
 Campbell, Scott, 563  
 Cannon, Joseph P., 475  
 Cantarell, L., 584  
 Capell, Kerry, 23, 257  
 Capon, Noel, 315  
 Carini, Gary R., 497  
 Carpenter, Mason A., 487  
 Carter, J. R., 425, 511  
 Castraner, F., 584  
 Cavarkapa, Branko, 158  
 Cavusgil, S. Tamer, 14, 18, 140, 210, 212, 219, 254, 289, 328, 329, 397, 402, 406, 410, 425, 469, 545, 546, 553, 563, 566, 568  
 Cerny, Michael V., 563  
 Cescau, Patrick, 257  
 Chadwick, James, 89, 90, 92  
 Chae, Myung-Su, 576  
 Chaganti, Radharao, 404  
 Chaganti, Rajeswararao, 404  
 Chakravarthy, Balaj S., 14, 15, 16  
 Chan, Kent, 326  
 Chan, Vincent, 679  
 Chandra, Maneesh, 276, 519  
 Chandrasekaran, Deepa, 343, 344, 351, 356, 601  
 Chang, 391  
 Chattopadhyay, Amitava, 225, 613, 625  
 Chaudhry, Peggy A., 417  
 Chen, Min, 479  
 Chen, Vincent, 326  
 Cheng, Joseph, 163, 268  
 Chinaka, Cris, 154  
 Chintagunta, Pradeep K., 400  
 Chircu, Alina, 600  
 Chitagunta, Pradeep K., 425  
 Chitkara, Anil R., 351, 357  
 Chonko, Lawrence B., 481  
 Chow, Garland, 169  
 Chua, Lusan, 179  
 Clague, Llewlyn, 405  
 Clark, Helen, 328  
 Clark, Richard T., 269  
 Clark, Terry, 2, 24, 79, 408, 520  
 Cleese, John, 440  
 Cleff, Thomas, 279  
 Clinton, Bill, 164  
 Closs, David J., 500, 539  
 Cobb, Charles E., Jr., 182  
 Cohen, Benjamin J., 102  
 Cohen, Stephen S., 83, 514  
 Coles, Marin, 311  
 Colla, Enrico, 539  
 Collins, Thomas L., 214  
 Connors, Daniel J., Jr., 83  
 Cooper, M. Bixby, 500, 539  
 Cooper, Robert G., 346  
 Cordell, Victor V., 384, 394  
 Corder, C. K., 202  
 Corstjens, Marcel, 596  
 Cote, Joseph A., 112, 203  
 Cottarelli, Carlo, 68  
 Coulter, Robin A., 613  
 Coy, Peter, 78  
 Cragg, Wesley, 190  
 Craig, C. Samuel, 14, 15, 194, 205, 206, 215, 216, 219, 257, 367, 369, 394  
 Cravens, David W., 476, 497  
 Crawford, Robert J., 276  
 Cronin, Mary J., 657  
 Crutsinger, Martin, 86  
 Cui, Anna Shaojie, 14  
 Cunningham, William H., 383  
 Curry, David J., 214  
 Curtis, James, 189  
 Cusumano, Michael A., 30  
 Czinkota, Michael R., 16, 146, 218, 276, 532, 553
- D**  
 Dagher, Grace, 442  
 Dalgic, Tevfik, 104  
 Daly, Herman E., 19  
 Daneshvar, N., 288  
 D'Angelo, Paul, 2, 24  
 D'Antonio, Louis, 516  
 Darling, John R., 383  
 D'Aveni, Richard, 264  
 David, Kenneth, 106, 118, 140, 232  
 Davidson, W. H., 580, 596  
 Davis, Tim R. V., 220  
 Davison, Andrew, 464  
 Dawar, Niraj, 282, 288, 590, 606, 607, 613, 625  
 Dawes, Philip L., 171  
 Dawson, John, 539  
 Day, George S., 195, 212  
 de Abreu Filho, Gilberto Duarte, 614  
 Dean, David L., 547  
 Debanjan, Mitra, 329  
 DeCarlo, James E., 497  
 DeCarlo, Thomas E., 497  
 Degenholtz, Andrew, 5  
 De George, Richard T., 185  
 de Juan, Maria D., 629  
 Dekimpe, Marnik G., 454, 525  
 de La Torre, José, 24  
 Deligonul, Z. Seyda, 289  
 Dell, Michael, 14, 508, 588  
 De Los Santos, Gilberto, 442  
 de Mooij, Marieke, 121, 130, 140, 235, 372, 430, 445, 464  
 Denemark, Robert A., 25  
 DeNisi, Angelo S., 490  
 Denzenhall, Eric, 462  
 Deshpandé, Rohit, 130, 131  
 Desiraju, Ramarao, 400, 425  
 Devlin, Godfrey, 317  
 Devol, Ross, 162  
 de Vries, Manfred F. R. Kets, 586  
 Dhebar, Anirudh, 377  
 Dholakia, Nikhilesh, 5, 519  
 Diamantopoulos, Adamantios, 384, 573  
 Diamond, Jared, 114  
 Diana, Tom, 144, 573  
 DiBenedetto, C. Anthony, 357  
 Dibrell, Clay, 13  
 Dickinson, Q. Todd, 178  
 Dodd, Jonathan, 207, 657  
 Doh, Jonathan P., 156, 190  
 Doiranlis, Alexandra, 674  
 Doke, DeeDee, 52  
 Domoto, Hiroshi, 516  
 Donaldson, Thomas, 476  
 Doney, Patricia M., 475, 563, 566, 574  
 Dorfman, Peter W., 122, 140  
 Douglas, Susan P., 14, 15, 194, 205, 206, 215, 216, 219, 222, 367, 369, 394  
 Doukas, John A., 59  
 Dovens, Ben, 263  
 Downer, Clare, 660  
 Doz, Yves L., 269, 351, 352  
 Dranove, David, 323  
 Drucker, Peter F., 13, 499, 653  
 Duarte, Deborah L., 357, 596  
 Duarte, Fernanda, 171  
 Dubé, Laurette, 385, 394  
 Dubinsky, Alan J., 472, 480–81  
 Duhan, Dale F., 563  
 Duina, Francesco G., 190  
 Duncan, T., 437, 464  
 Dunning, John H., 24, 28, 499  
 Dupuis, Mare, 539  
 Dutta, Shantanu, 563, 573
- E**  
 Easingwood, Chris, 347  
 Eden, Lorraine, 24  
 Edmonson, R. R., 548  
 Edson, Lee, 175  
 Eggli, Bernhard, 240  
 Eisenhardt, Kathleen M., 261

- Eiteman, David K., 73, 76  
 Elahee, Mohammad N., 497  
 Elbeltagi, Ibrahim, 628  
 Eliashberg, Jehoshua, 343  
 El Qorchi, Mohammed, 169  
 Elsnor, Mark, 288  
 Encarnation, Dennis J., 12  
 Engel, James F., 112  
 England, Colin, 665  
 Engle, Robert L., 497  
 Eppinger, Steven D., 357  
 Erdem, Tülin, 365, 394  
 Erderer, Kaynak, 203, 205  
 Eremitaggio, Phyllis, 179  
 Erevelles, M. Sunil, 190  
 Erez, Miriam, 475  
 Eriendsson, Jon, 19  
 Eriksson, Kent, 541  
 Ernst, David, 311, 317, 328, 596  
 Eroglu, Sevgin, 25, 492  
 Eshghi, Abdolreza, 553  
 Eshghi, Golpira S., 553  
 Eskin, Gerry, 213, 220  
 Esserman, Susan, 49  
 Estrin, Saul, 612  
 Ettenson, Richard, 394  
 Evans, Jody, 497  
 Evansburg, Amanda R., 179  
 Ewing, Jack, 183
- F**  
 Faris, Charles W., 560  
 Farley, John U., 130, 131  
 Farmer, Stacy J., 179  
 Fayerweather, John, 268  
 Fenton, Tim, 327  
 Fernie, John, 479  
 Ferrier, Andrew, 328  
 Finskud, Lars, 371  
 Fiore, Mark J., 179  
 Fisher, Robert J., 573  
 Fitzgerald, Ella, 564  
 Flikkema, Luanne, 242  
 Florin, Gerhard, 139  
 Ford, Henry, 19  
 Ford, John B., 497, 523  
 Fox, Vicente, 164  
 Fraedrich, John P., 411, 412, 425  
 Frankfort, Lew, 244  
 Franois, Pierre, 454  
 Fratzcak, Bartosz, 671  
 Frazier, Gary L., 468  
 Freeling, Anthony, 348  
 Freeman, S. L., 131  
 Freix, L., 584  
 Frevert, Brad, 216  
 Frick, D. P., 584  
 Friedman, Thomas L., 25  
 Frost, Randall, 371  
 Frost, Tony, 282, 288, 590, 606, 607, 625  
 Fruchter, Gila E., 473  
 Fryling, Robert, 148  
 Fubini, David G., 311, 328  
 Fuchsberg, Gilbert, 491  
 Furrer, Olivier, 637
- G**  
 Gaba, Vibah, 318  
 Gabrielsson, Mika, 289  
 Gabrielsson, Peter, 289  
 Gagne, J., 425  
 Gagnon, Joseph A., 407, 408  
 Ganesan, Shankar, 352  
 Gao, Gerald Yong, 614  
 Garber, Don R., 357  
 Gatignon, Hubert, 298, 299, 328, 343  
 Gaul, Wolfgang, 414  
 Geiger, Andreas, 173  
 Gelb, Betsy, 202, 357  
 Gencturk, Esra F., 530, 553  
 Gentry, James W., 487  
 George, Mike, 252  
 Gerber, Don R., 334  
 Gerst, Martina, 514  
 Geykens, Inge, 635, 658  
 Ghauri, Pervez N., 310, 329  
 Ghislanzoni, Giancarlo, 586, 596  
 Ghoshal, Sumantra, 257, 584, 585, 592, 593, 595, 606  
 Ghosn, Carlos, 606  
 Giannini, Curzio, 68  
 Gibson, Christina B., 475  
 Gielens, Katrijn, 346, 357, 525  
 Gillespie, Kate, 155, 190, 569  
 Gilly, Mary C., 471, 475  
 Glazer, Rashi, 315  
 Godfrey, Devlin, 329  
 Golder, Peter N., 223, 260, 319, 329  
 Gomez, Jaime Alonso, 538  
 Goold, Michael, 588, 596  
 Gopalakrishna, S., 454  
 Gorchels, Linda, 497  
 Goshal, Sumantra, 598  
 Gould, Gordon, 175  
 Gould, Stephen J., 458  
 Grab, Erik, 464  
 Graber, Don R., 346, 353  
 Graham, John L., 471, 475, 482, 483  
 Granitsas, Alkman, 263  
 Green, Paul E., 357  
 Gref, Richard, 544  
 Gregersen, Hal B., 487  
 Grein, Andreas F., 257, 458  
 Grewal, Rajdeep, 464  
 Greyser, Stephen, 455  
 Grieger, Martin, 539  
 Griffith, David A., 14, 288, 295, 329, 574  
 Grimley, John, 151  
 Grosse, Robert, 102, 503, 538–39  
 Grossfield, Rena, 405  
 Grünhagen, Marco, 531  
 Grund, Martin, 179  
 Grund, Michael, 288  
 Grunig, James E., 457  
 Gstöhl, Sieglinde, 56  
 Gu, Flora, 190  
 Guay, Terrence, 190  
 Guile, Bruce R., 30, 272  
 Guillèn, Mauro F., 638  
 Gupta, Vipin, 122, 140  
 Gupte, Lalita, 282  
 Gürhan-Canli, Zeynep, 130, 384  
 Guthrie, John, 495  
 Gwynne, Peter, 25
- H**  
 Ha, Louisa, 446  
 Hadjimarcou, John, 524, 574  
 Hall, Edward, 119, 140  
 Hall, Kenji, 23  
 Hamdani, Khalil, 13  
 Hamel, Gary, 277, 280  
 Hamilton, Robert D., III, 590, 596  
 Hamni, D. A., 429  
 Hampton, Ronald D., 531  
 Hamstra, Mark, 477  
 Hanges, Paul J., 122, 140  
 Hanks, George F., 539  
 Hanlon, David, 402  
 Hanni, David A., 464  
 Haque, Mahfuzul, 70  
 Harney, Alexandra, 465  
 Harrigan, Kathryn R., 317  
 Harris, Cheryl, 207  
 Harris, J. J., 584  
 Harrison-Walker, L. Jean, 269  
 Harryman, Roy, 539  
 Harvey, Michael G., 158, 288, 438, 464, 490  
 Haspeslagh, P., 580, 596  
 Hassan, Salah S., 24  
 Hassis, Roswitha, 195, 217  
 Hausman, Angela, 539  
 Hawk, Tony, 440  
 Hawkins, Del I., 213  
 Haytko, Dianna L., 539  
 Healey, Nigel M., 207  
 Heijblom, Ruud, 104  
 Heil, Oliver, 288  
 Heinzl, Herbert, 253  
 Heller, Douglas S., 83  
 Helsen, Kristiaan, 24, 190, 289, 397, 671  
 Hemerling, Jim, 45  
 Henderson, Pamela W., 112  
 Hennart, Jean-François, 418  
 Henry, Clement M., 169  
 Herbig, P., 357, 454, 464  
 Hersche, Joel, 471  
 Hewett, Kelly, 112, 113, 140  
 Hibbert, E. P., 220, 306  
 Higgins, Sean, 50  
 Hildebrand, Doris, 102  
 Hill, C., 298  
 Hill, John S., 449, 464, 576  
 Hill, Sidney, Jr., 251  
 Hinton, Graham, 246  
 Hirokazu, Takada, 357  
 Hisatomi, Takashi, 335  
 Hise, Richard T., 555  
 Hitt, Michael, 163, 268  
 Hladik, Karen J., 310  
 Ho, Rodney, 514  
 Ho, Victoria, 260  
 Hodis, Monica, 2, 24  
 Hoegh-Krohn, Nils E. Joachim, 79  
 Hoffman, Richard C., 304, 329  
 Hoffman, Stanley, 190  
 Hofstede, F. Ter, 226, 227, 246, 473  
 Hofstede, Geert, 106, 118–22, 140  
 Hogna, Egil, 371  
 Holland, Wayne, 499  
 Holt, Douglas B., 228, 365, 394  
 Honeycutt, Earl D., Jr., 496

- Hongxin, Zhao, 329  
 Hormats, Robert D., 519  
 Horton, Veronica, 190  
 Horwitz, Tony, 472  
 Hotchkiss, Carolyn, 183  
 Hourigan, Jane, 246  
 House, Robert J., 122, 140, 487  
 Howell, Larry J., 273, 286  
 Hoyler, Michael, 102  
 Hsieh, C. M., 520  
 Hsu, Jamie C., 273, 286  
 Hu, Xiaorui, 269  
 Hudson, William, 19  
 Huff, Charlotte, 496  
 Huff, Lenard C., 450  
 Huffman, Stephen P., 78  
 Hulland, John, 385  
 Hult, G. Tomas M., 539  
 Hung, Kineta, 190  
 Hunt, Todd, 457  
 Hutton, R. Bruce, 516  
 Hwang, P., 298  
 Hyder, Akmal S., 310
- I**  
 Ibrahim, Nabil A., 420  
 Ilieva, Janet, 207  
 Inglehart, Ronald, 124  
 Ireland, Charles, 425
- J**  
 Jacobs, L. W., 433  
 Jagdish, Bhagwati, 24  
 Jager, Durk, 595  
 Jain, Dipak, 343, 357  
 Jain, Subhash C., 25, 172, 176, 190, 394  
 Jambulingam, Thani, 497  
 James, W. L., 464  
 Jantan, M. Asri, 496  
 Jarvis, Mark, 110  
 Jarvis, Susan, 190  
 Javalgi, Rajshekhar, 289  
 Javalgi, Rajshekhar G., 289  
 Javidan, Mansour, 122, 140, 487  
 Jayachandran, Staish, 271  
 Jensen, Soren, 425  
 Jian, Yi, 438  
 Jiang, Crystal, 497  
 Jillings, Guy R., 591  
 Joachimsthaler, Erich A., 293, 329, 394, 587  
 Johanson, Jan, 541  
 Johansson, Johnny K., 65, 218, 220, 223, 246, 385, 464  
 Johansson, Lars Göran, 367  
 John, Bettina, 566  
 Johnsen, Tommi, 516  
 Johnson, Carla, 492  
 Johnson, James P., 302  
 Johnson, Jean L., 203, 502  
 Johnson, Joseph, 65, 289, 611, 612, 625  
 Johnson, Lester W., 543  
 Jolson, Marvin A., 481  
 Jordan, Michael, 438  
 Jun, Sunkyu, 487  
 Jusko, Jill, 173
- K**  
 Kaikati, Jack G., 531, 532  
 Kaji, Niraj, 289  
 Kakkos, Nikolaos, 573  
 Kalaktota, Ravi, 52  
 Kalish, Shlomo, 253, 350, 357  
 Kalliny, Morris, 442  
 Kamakura, Wagner A., 222  
 Kamath, John-Paul, 566  
 Kane, Yuari Iwatani, 517  
 Kanso, Ali, 459  
 Kant, Ravi, 392  
 Kapferer, Jean-Noël, 17, 362, 371  
 Karani, Aneel, 609–10, 610  
 Karel, Jan Willem, 373  
 Karunaratna, Amal R., 543  
 Kashani, Kamran, 194, 341, 449, 451, 464  
 Kashlak, Roger J., 590, 596  
 Kastikeas, Constantine S., 573, 574, 644, 657  
 Katahira, Hotaka, 214  
 Katsanis, Lea P., 246  
 Katsikea, Evangelina, 573  
 Katsikeas, Constantine S., 524, 543  
 Kaufman, Gaye, 387  
 Kaynak, Erderer, 464  
 Keegan, Warren J., 17, 332  
 Kenichi, Ohmae, 349  
 Kenny, David, 378  
 Kent, John L., 539  
 Kent, Muthar, 312  
 Keown, C. F., 433  
 Kern, Horst, 195, 217  
 Ketchen, David J., 539  
 Khanna, Khushi, 104, 289, 356  
 Khera, Mitika, 665  
 Kim, Ilchul, 458  
 Kim, Suk H., 70  
 Kim, W. Chan, 298, 591  
 Kimes, Mina, 566  
 King, Julia, 250  
 Kinnear, Thomas C., 201  
 Kinneer, Kevin D., 492  
 Kirby, Susan L., 497  
 Kirpalani, V. H., 438, 464  
 Kirton, John, 191  
 Kitchen, Philip J., 458  
 Kitchin, Alan, 522  
 Kiyak, Tunga, 563  
 Klastorin, Ted, 144  
 Kleimenhagen, Arno, 190  
 Kleimschmidt, E. J., 357  
 Klein, Jill Gabrielle, 367  
 Klein, Lawrence, 85  
 Klein, Lisa R., 253, 464, 629, 658  
 Klevatorick, Alvin K., 30  
 Kline, Saul, 468  
 Klump, Andy, 289  
 Knetter, Michael M., 407, 408  
 Knight, Gary A., 60, 542  
 Knoop, Carin-Isabel, 372  
 Knowles, Jonathan, 394  
 Knox, Andrea, 102  
 Knudsen, Trond Riiber, 371  
 Ko, Jong Won, 679  
 Kobrin, Stephen J., 142, 265  
 Koenig, Robert, 510  
 Kogut, Bruce, 25, 511  
 Koll, Jesper, 68  
 Kong, Albert, 304  
 Kostecki, Michel M., 413, 425  
 Kosuke Kitajima, 118  
 Kotabe, Masaaki, 12, 13, 16, 24, 31, 38, 56, 79, 98, 102, 146, 147, 155, 162, 163, 172, 174, 176, 180, 190, 218, 256, 265, 268, 273, 276, 288, 301, 397, 408, 472, 480, 481, 497, 498, 516, 520, 530, 532, 553, 660, 665, 674, 679, 685  
 Kotler, Philip H., 65, 168, 362  
 Kotooshu, 104  
 Krasnikov, Alexander, 271  
 Kreinin, Mordechai E., 28  
 Krell, Eric, 490  
 Krishna, Kishore, 190  
 Krugman, Paul, 27, 41  
 Kshetri, Nir, 519  
 Kucher, Eckhard, 416–17, 425  
 Kumar, Nirmalya, 527  
 Kumar, Vikas, 195, 212, 220, 293, 329  
 Kun-yao, Lee, 326  
 Kurosawa, Fumiko, 512  
 Kustin, Steven, 674
- L**  
 Labatt-Randle, Jacquie, 234  
 Laffey, A. G., 595  
 Lages, Carmen, 573  
 Lages, Luis Filipe, 573  
 Lanctot, Aldor, 264  
 Lane, Henry W., 474, 475  
 Lane, Jonathan, 671  
 Lang, L. H. P., 59  
 Lardy, Nicholas R., 47  
 Larges, Christiana Raquel, 573  
 Laroche, Michel, 438, 464  
 Larsen, Trina L., 524  
 Lashley, Conrad, 477  
 Lasserre, Philippe, 295, 296, 583, 596  
 Laszlo, Tihanyi, 329  
 la Tour, Michael S., 497  
 Laube, R. T., 584  
 Laux, Paul A., 78  
 Lawson, William V., 194  
 Lazzarini, Sergio G., 520  
 Leal, Ricardo, 98, 102  
 Leamer, Edward E., 289  
 Leclerc, France, 385, 394  
 LeDuc, Doug, 8  
 Lee, Don Y., 171  
 Lee, Hak Chong, 472  
 Lee, J. A., 125  
 Lee, Jung-Hee, 539  
 Lee, Kam-hon, 117  
 Lee, Leon Z., 630  
 Lee, Sheaffer, 326  
 Leenders, Michiel R., 473  
 Lehman, Bruce A., 176  
 Lei, David, 316, 591, 592  
 Lenartowicz, Tomasz, 497  
 Lenway, Stefanie, 24  
 Leong, Siew Meng, 112  
 Leonidou, Leonidas C., 524, 542, 543, 573, 574  
 Lerman, Dawn B., 458  
 Lesch, William C., 553  
 Leung, Kwok, 475  
 Leung, Tony, 440



- Levenstein, Margaret C., 470  
 Levin, Richard C., 30  
 Levitt, Theodore, 18, 242, 254  
 Leyden, John, 169  
 Lezhandr, Konstantin, 50  
 Li, Jiatao, 315  
 Li, Shaomin, 541  
 Li, Tiger, 563, 566  
 Liang, Neng, 560  
 Lieb, Robert, 539  
 Lieberman, Martin B., 260  
 Lieberthal, Kenneth, 280  
 Lien-Ti Bei, 161  
 Liesch, Peter W., 542  
 Lim, Chae Un, 472, 480, 481  
 Littler, Dale, 338  
 Liu, Lucy, 440  
 Liu, Sandra S., 25  
 Livingstone, Linda P., 497  
 Llosa, Mario Vargas, 9  
 Loe, Terry W., 481  
 Lohita, Ritu, 573  
 Lopez, José Ignacio  
 Lorange, P., 316, 324, 329  
 Lovelock, Christopher H., 289, 394, 520  
 Low, George S., 476, 497  
 Lu, Long-Chuan, 496  
 Luery, David, 402  
 Luna, David, 629  
 Lunardini, Fernando, 614  
 Luo, Xueming, 25  
 Luo, Yadong, 298, 310, 329  
 Lusch, Robert F., 158  
 Lutz, Ulrich, 414  
 Lynch, Patrick D., 634  
 Lynn, Barry, 518
- M**  
 Ma, Jack, 143, 655  
 MacCormack, Alan David, 276  
 Mackay, John, 445  
 Madden, Thomas J., 112, 113, 140  
 Madhok, A., 298  
 Maesincee, Suvit, 65  
 Mahajan, Vijay, 25, 253, 357, 600, 625  
 Maheswaran, Durairaj, 130, 383, 384  
 Mahini, Amir, 596  
 Mahon, John F., 315  
 Mahur, Lynette Knowles, 539  
 Majkgäd, Anders, 541  
 Makadok, Richard, 260  
 Makar, Stephen D., 78  
 Malhotra, Naresh K., 202, 203, 204, 217, 220  
 Malter, Alan J., 352  
 Mann, Michael A., 13  
 Mansfield, Edward D., 164  
 Manwani, Harish, 610, 616  
 Marinova, Ana, 190  
 Martin, Xavier, 516  
 Martinez, Ruy, 481  
 Martinsons, M. G., 308, 310, 329  
 Marx, Karl, 61  
 Mateschitz, Dietrich, 238, 347  
 Mathis, John, 102  
 Mathur, Ike, 539  
 Mathur, Sameer, 615  
 Mauborgne, Renée A., 591  
 Mavondo, Felix T., 497  
 Maynard, Michael L., 464  
 McBeth, John, 145  
 McBride, Brad, 569  
 McCann-Erickson, 445  
 McCosker, Colin, 304  
 McCoy, Terry L., 87  
 McCullough, Wayne R., 464  
 McDermott, Lesley, 135  
 McGuirk, Anne, 46  
 McGurr, Paul T., 539  
 McKinney, Joseph A., 386  
 McLymont, Rosalind, 555  
 McNally, Regina C., 140  
 Meenaghan, Tony, 464  
 Mehta, Raj, 464  
 Meier, Johannes, 307  
 Melewar, T. C., 289  
 Mendenhall, Mark, 489  
 Menguc, Bulent, 547  
 Menuhim, Yehudi, 174  
 Menzies, Hugh D., 145  
 Merchant, Hemant, 25  
 Merkel, Angela, 165  
 Merrihue, Jeffrey, 596  
 Meyer, Jeffrey, 643, 658  
 Meyer, Klaus, 612  
 Michael, David C., 604  
 Michael, Lynn, 357  
 Michaels, Ronald E., 472, 480  
 Miles, Morgan, 172  
 Miller, Chip, 430  
 Miller, Edwin L., 486, 490  
 Miller, Tom, 240  
 Miniard, Paul W., 12  
 Minor, Michael S., 161, 442  
 Mitchell, Jennifer, 203  
 Mitra, Debanjan, 223, 319  
 Mittal, Lakshmi, 282  
 Mittelstaedt, Robert A., 531  
 Miyashita, Cynthia, 532  
 Moen, Oystein, 574  
 Moffett, Michael H., 73, 76  
 Mohammed-Salleh, Aliah, 347  
 Moini, A. H., 574  
 Moinpour, Reza, 223, 246  
 Moinzadeh, Kamran, 144  
 Mol, Michael J., 516  
 Money, R. Bruce, 471, 475  
 Montealegre, Ramiro, 65  
 Montgomery, David B., 133, 201, 260, 270  
 Moon, Hee-Cheol, 472, 480  
 Moore, Jeri, 365  
 Moore, Mike, 65  
 Morales, Evo, 294  
 Moreno, Ramon, 70  
 Morgan, Robert E., 573  
 Morita, Masataka, 465  
 Morrison, Allen J., 276, 487  
 Morrow, Bill, 23  
 Morse, Ronald A., 522  
 Morton, Roger, 505  
 Motlana, Patience, 371, 394  
 Mottner, Sandra, 302  
 Moxon, Richard W., 24  
 Moyer, Reed, 29  
 Mudd, Shannon, 102  
 Mueller, Barbara, 464  
 Mullen, Michael R., 199, 475, 563, 566, 574  
 Muller, Eitan, 253, 357  
 Muller, R. E., 11  
 Munilla, Linda S., 172  
 Murdoch, Rupert, 153  
 Murphy, William H., 472  
 Murray, Edwin A., Jr., 315, 516  
 Murray, Janet Y., 13, 520  
 Murthy, N. R. Narayana, 282  
 Myers, John G., 430  
 Myers, Matthew B., 566, 574
- N**  
 Nachum, Lilach, 20  
 Nacif, Ercan, 497  
 Nagai, Hirohisa, 474, 475  
 Nagashima, Akira, 383  
 Naidu, G. M., 172, 190  
 Nakata, Cheryl, 289, 357  
 Namakforoosh, Naghi, 205  
 Narasimban, Ram, 511  
 Narayandas, Das, 415, 425  
 Nasir, Jamil, 152  
 Nasser, Jacques, 286  
 Nathan, Ranga, 79  
 Naughton, Keith, 545  
 Navarro, Peter, 162  
 Naylor, Thomas H., 583, 596  
 Neale, Bill, 420, 421, 425  
 Neale, Margaret E., 497  
 Nebenzahl, Israel D., 385  
 Neelankavil, James P., 130  
 Nelson, Emily, 526  
 Nelson, Richard Alan, 459  
 Nelson, Richard R., 30  
 Neuijen, Bram, 473  
 New, William, 180  
 Newkirk, David, 436  
 Newman, Karen L., 476  
 Newmann, Lawrence James, 276  
 Nichols, Ernest L., Jr., 539  
 Nickerson, Jack A., 520  
 Nicolaud, B., 386  
 Nierop, Tom, 163  
 Niiro, Katsuhiko, 169  
 Nijssen, Edwin J., 367, 369, 394  
 Nill, Alexander, 382  
 Nisbett, Richard, 116, 140  
 Nishikawa, Toru, 218  
 Nishimura, Kiyohiko G., 465  
 Nixon, Richard, 69, 143  
 Noboru, Hatakeyama, 526  
 Nohria, Nitin, 475, 598  
 Nollen, Stanley D., 476  
 Nomura, Hiroshi, 169  
 Nonaka, Ikujiro, 218, 220  
 Nundy, Julian, 50  
 Nye, William W., 557
- O**  
 Obama, Barack, 313  
 O'Boyle, Thomas F., 489  
 Oci, Nadine, 671  
 Oddou, Gary, 489  
 Odgers, John F., 512  
 O'Hara, B., 454, 464  
 Ohayv, Denise Daval, 473  
 Ohmae, Kenichi, 38, 270

- Ohnuki-Tierney, Emiko, 241  
 Ojendal, Joakim, 65  
 Okazaki, Shintaro, 638, 657  
 Okoroafo, Sam C., 155, 293  
 Oksenberg, Michael, 380  
 Oloruntoba, Richard, 539  
 Omidyar, Pierre, 635  
 O'Neill, Jim, 598, 599  
 Onkvist, Sak, 150  
 Onzo, Naoto, 203, 502  
 Ostinelli, Massimiliano, 637  
 Ostland, Gregory, 329  
 Owen, Michael, 440  
 Oxley, Martin, 239  
 Ozer, Muammer, 642  
 Özsoymer, Aysegül, 13
- P**  
 Pagano, Camillo, 394  
 Page, K. L., 384  
 Pain, Kathryn, 102  
 Palepu, Krishna G., 289  
 Palia, Aspy P., 419  
 Palich, Leslie E., 497  
 Palumbo, F., 357, 454, 464  
 Pan, Yigang, 317, 318, 329, 541, 614  
 Pang, Yigang, 112  
 Pantzalis, Christos, 78  
 Papanikolaw, Jim, 559  
 Papavassilou, Nikolaos, 573  
 Parker, Philip M., 140  
 Parry, Mark E., 275, 346, 357  
 Parsa, Faramarz, 420  
 Pascale, Richard D., 278  
 Paun, Dorothy A., 161, 420, 425  
 Pearce, R. D., 12  
 Peers, Martin, 182  
 Peng, Mike W., 298, 612  
 Penhirin, Jacques, 287  
 Penttinen, Risto, 586, 596  
 Peracchio, Laura A., 629  
 Perdue, Jeanne M., 153  
 Perez, Javier, 307  
 Perlmutter, Howard V., 14, 15, 16, 59  
 Peterson, Mark, 202, 203, 217, 220  
 Peterson, Robert M., 13  
 Petras, James, 50  
 Pett, Timothy L., 13  
 Philippe, Laurent, 288  
 Phillips, Adam, 425  
 Piercy, Nigel F., 476, 497  
 Pies, John, 224  
 Ping, Lu, 461  
 Pitt, Leyland, 644, 657, 658  
 Plummer, Joseph T., 464  
 Polegato, Rosemary, 430  
 Pons, Frank, 438, 464  
 Pornpitakpan, Chanthika, 471  
 Porter, Lyman W., 489  
 Porter, Michael E., 20, 41, 229, 254, 258, 259, 273, 322  
 Potter, Pitman B., 380  
 Powell, Bill, 47  
 Prahald, C. K., 3, 25, 269, 277, 280, 608–9, 625  
 Prasad, V. Kanti, 172, 190  
 Preble, John F., 304, 329  
 Presley, Elvis, 564  
 Presseisen, Benjamin, 665  
 Price, Linda L., 613  
 Probert, Jocelyn, 109, 111
- Q**  
 Qinghou, Zong, 309  
 Quelch, John A., 5, 228, 234, 253, 365, 372, 378, 394, 415, 425, 449, 451, 464, 581, 596, 611, 612, 618, 625, 629, 658  
 Quinn, John Paul, 95, 131
- R**  
 Rabino, Samuel, 425  
 Rajaratnam, Daniel, 79, 408, 520  
 Raju, P. S., 104, 105  
 Ramaprasad, J., 437, 464  
 Ramsauer, R., 584  
 Randall, E. James, 269  
 Rao, C. P., 543  
 Rapp, Stan, 214  
 Reardon, James, 430  
 Reardon, Kathleen K., 482  
 Reckling, Gordon, 582  
 Redding, Gordon, 191  
 Reed, David, 474  
 Reichheld, Frederick, 474  
 Reitman, Valerie, 80  
 Rentsch, 424  
 Retsky, Maxine Lans, 177  
 Reynolds, Frank, 563  
 Reynolds, Nina, 471  
 Rhee, Mike, 679  
 Rialp, Alex, 60  
 Rialp, Josep, 60  
 Richards, Donald, 50  
 Richards, Trevor, 425  
 Ricks, David A., 115, 140, 428  
 Riesenbeck, Hajo, 348  
 Rijkens, Rein, 439, 464  
 Riku, Laanti, 289  
 Rindfleisch, Aric, 352  
 Ritson, Mark, 564, 565  
 Robb, Sandie, 143  
 Roberts, John, 596  
 Robertson, Thomas S., 342, 343  
 Robin, Raizel, 66  
 Robinson, Chris, 202  
 Robinson, Patrick J., 560  
 Robinson, Tish, 528  
 Roddick, Anita, 269  
 Rody, Raymond C., 497  
 Rohm, Andrew, 453  
 Roll, Martin, 1, 25, 320, 326  
 Romeo, Jean B., 383, 384, 394  
 Roos, J., 316, 324, 329  
 Root, Franklin R., 291, 302, 329  
 Rosa, Jose Antonio, 615  
 Rose, Gregory M., 496  
 Rosenbloom, Bert, 524  
 Rosenbloom, Richard S., 30  
 Rosenfield, Donald B., 276  
 Rosenzweig, Philip M., 475  
 Roth, Kendall, 276, 497  
 Roth, Martin S., 112, 113, 140, 383, 384, 394  
 Roth, Victor J., 468  
 Rouzies, Dominique, 480  
 Rowley, Chris, 502  
 Rowley, Ian, 23  
 Rugman, Alan M., 30, 65, 191, 276  
 Rumelt, Richard P., 278  
 Russell, Craig J., 295, 329  
 Russell, Gregory R., 172  
 Russow, Lloyd C., 293, 545  
 Ryans, John K., Jr., 429, 464  
 Rybina, Liza, 430
- S**  
 Sachs, Ron, 245  
 Sagiv, Lilach, 140  
 Sagri, Steven, 566  
 Sahay, Arvind, 265, 301, 530  
 Sakano, Tomoaki, 203, 502  
 Sakurai, Joji, 532  
 Salamon, Sharon, 674  
 Samiee, Saeed, 289, 396, 409, 425, 539, 543, 553, 573, 634, 658  
 Sampson, Peter, 235, 246  
 Sanchez, Luis, 289  
 Sanders, Geert, 473  
 Sanders, Gerard, 487  
 Sano, Yoshihiro, 482  
 Santos, Jose, 351, 352  
 Saporito, Bill, 173, 394  
 Sarkozy, 309  
 Sashi, C. M., 563, 566, 574  
 Saxton, Jim, 162  
 Scherer, Robert F., 289  
 Schindler, Robert M., 128  
 Schlieper, Katrin, 338  
 Schmidt, Jeffrey B., 545  
 Schmitt, Bernd H., 112, 114, 385, 394  
 Schroiff, Hans-Willi, 220  
 Schrooten, Mechthild, 87  
 Schuiling, Isabelle, 17  
 Schultz, C., 394  
 Schultz, Don E., 458  
 Schultz, Howard, 311  
 Schultz, Michael, 65  
 Schütte, Hellmut, 109, 111, 294  
 Schwartz, Shalom H., 140  
 Schweinsberg, Christie, 550  
 Seal, 440  
 Sebenius, James K., 140, 486, 497  
 Segalla, Michael, 480  
 Seifert, Bruce, 523  
 Sekaran, Uma, 482  
 Sellin, Norbert, 135  
 Selover, David D., 65  
 Sequeira, I. K., 454  
 Servais, Per, 574  
 Servan-Schreiber, J. J., 10  
 Sethi, S. Prakash, 141  
 Seyoum, Belay, 574  
 Shah, Kirit, 425  
 Shama, Avraham, 324, 329  
 Shang, Cian-Fong, 161  
 Shankar, Venkatesh, 643, 658  
 Shankarmahesh, Mahesh N., 497  
 Shanley, Mark, 261, 323  
 Shapiro, Roy D., 530  
 Shar, Michael, 153  
 Sharma, D. Deo, 541  
 Sharma, Subhash, 383

- Sharma, Varinder M., 469, 574  
 Sharon, Ariel, 367  
 Shaver, J. Myles, 146  
 Shaw, John J., 150  
 Sheffet, Mary Jane, 183, 563  
 Shenkar, Oded, 65  
 Shepherd, Dean, 261  
 Sheth, Jagdish, 326  
 Shi, Linda H., 140  
 Shimp, Terence A., 383  
 Shin, Geon-Cheol, 545  
 Shiomi, Eiji, 169  
 Shipley, David, 420, 421, 425  
 Shishkin, Philip, 182  
 Shivakumar K., 25  
 Shoham, Aviv, 161, 420, 425  
 Shono, Masahiro, 660  
 Shultz, Clifford J., II, 382  
 Shultz, Clifford J., III, 173  
 Siders, Mark, 383  
 Sigué, Simon P., 473  
 Sikora, Ed, 568  
 Simintiras, A., 471  
 Simkins, Betty J., 78  
 Simmons, Lee C., 128  
 Simon, Hermann, 416–17, 425  
 Simone, Joseph T., 381  
 Simonin, Bernard, 13  
 Simonson, Alex, 114  
 Sims, Clive, 425  
 Singh, J., 584  
 Singh, Nitish, 269, 637  
 Singh, Saraswati P., 404  
 Sinha, Indrajit, 644  
 Sinha, Jayant, 289  
 Sinkula, James M., 169  
 Sirkin, Harold, 45  
 Sivadas, Eugene, 464  
 Sivakumar, K., 289, 357  
 Slater, Robert W., 591  
 Slocum, John W., Jr., 316, 591  
 Smith, Craig S., 143  
 Smith, Jeffrey, 97  
 Smith, Timothy, 520  
 Snow, Charles C., 596  
 Snyder, Nancy Tennant, 357  
 Snyder, Ronald, 245–46  
 Soderbaum, Fredrik, 65  
 Sodi, Thalia, 9  
 Soenen, Luc A., 78  
 Sohi, Ravi, 471  
 Sohmer, Slade, 479  
 Sohn, Byeong Hae, 65  
 Solberg, Carl Arthur, 596  
 Soloway, Julie, 191  
 Somkid, Jatusripitak, 65  
 Song, X. Michael, 275, 276, 346, 357  
 Soros, George, 144  
 Sowinski, Lara L., 563  
 Speckman, Robert E., 482  
 Speer, Lawrence J., 149  
 Spencer, Aron, 162  
 Spich, Robert, 503  
 Stafford, J., 205  
 Stahl, Gunter K., 486, 490  
 Stallone, Sylvester, 455  
 Stam, A., 293, 329  
 Stead, Caroline, 289  
 Steele, Henry C., 205, 215, 220  
 Steenkamp, J-B. E. M., 226, 227, 240, 246, 288, 346, 357, 365, 394, 527, 635, 658  
 Stein, Lisa, 163  
 Stern, Scott, 41  
 Sternquist, Brenda, 526  
 Stiglitz, Joseph E., 2, 25  
 Stiner, John E., 182  
 Stonehill, Arthur I., 73, 76  
 Stopford, John M., 589  
 Storper, Michael, 289  
 Stremersch, Stefan, 343, 357  
 Strizhakova, Yuliya, 613  
 Stump, Rodney L., 547, 560  
 Sudharshan, D., 246  
 Sudhir, K., 246, 343, 357  
 Sugiyama, Yoshikuni, 57  
 Suh, Taewon, 298, 329  
 Sullivan, Sherry E., 126  
 Sultan, Faureena, 453  
 Suslow, Valerie Y., 470  
 Sutton, Paul, 19  
 Swait, Joffre, 365, 394  
 Swaminathan, V., 384  
 Swan, K. Scott, 264, 273  
 Swartz, Gordon, 415, 425  
 Swasy, Alecia, 104, 193  
 Swenson, Michael J., 471  
 Sygma, Corbis, 94  
 Synodinos, N. E., 433
- T**  
 Takada, Hirokazu, 257, 343, 474  
 Takagi, Haruo, 475  
 Takeuchi, Hirotaka, 229, 273  
 Talukdar, Debabrata, 343, 357  
 Tan, J. Justin, 383  
 Tanaka, Hiroshi, 394  
 Tang Wei, 446  
 Taylor, Charles R., 464  
 Taylor, Earl L., 228, 365, 394  
 Taylor, James R., 201  
 Taylor, Peter J., 102  
 Taylor, Virginia A., 590, 596  
 Taylor, William, 586  
 Teece, David J., 30  
 Teegen, Hildy J., 155, 156  
 Tellis, Gerard J., 65, 260, 289, 343–44, 351, 356, 357, 601, 611, 612, 625  
 Tennant, Nancy, 596  
 Terpstra, Vern, 106, 118, 140, 232  
 Tétreault, Mary Ann, 25  
 Theodosiou, Marios, 573  
 Theuerkauf, Ingo, 596  
 Thieme, R. Jeffrey, 276  
 Thomas, Mark, 188  
 Thompson, Ginger, 164  
 Thyfault, Mary E., 542  
 Tihanyi, Laszlo, 295  
 Tiphonnet, Joël, 381  
 Tjosvold, Dean, 497  
 Todd, Patricia R., 289  
 Toh, So Min, 490  
 Toloken, Steve, 550  
 Törnblom, Richard, 371  
 Toulan, Omar, 133  
 Townes, Charles, 175  
 Townsend, Janell D., 289  
 Toyne, Brian, 339  
 Triandis, Harry C., 106, 140  
 Trivisonno, Nicholas, 242  
 Tse, David K., 117, 190, 541, 614  
 Tsong, C-S, 308, 310, 329  
 Tsurumi, Hiroki, 278  
 Tsurumi, Yoshi, 278  
 Tu, Howard, 126  
 Tubergen, G. Normanvan, 464  
 Tull, Donald S., 213  
 Tuncalp, Secil, 204, 220  
 Tung, Rosalie L., 486, 490  
 Turnbull, David, 586, 596  
 Turner, Neil, 402  
 Turpin, Dominique, 310, 329
- U**  
 Ueno, Susumu, 482  
 Ulijn, Jan, 497  
 Ungson, Gerardo R., 318, 329  
 Unruh, Gregory, 191  
 Upmeyer, N., 205  
 Useem, Jerry, 157
- V**  
 Vachani, Sushil, 156  
 Valenzuela, Ana, 365, 394  
 van Agtmael, Antoine, 598  
 Van Alst, Lucinda, 539  
 Van den Bulte, Christophe, 454  
 Vandermerwe, Sandra, 223  
 Vandever, Paulsen K., 46  
 van Dijk, F., 584  
 van Everdingen, Yvonne, 351  
 Vanhonacker, Wilfried, 312, 313, 317  
 Vernon, I. R., 429, 464  
 Vernon, Raymond, 28, 60  
 Vertinsky, Ilan, 117  
 Vibha, Gaba, 329  
 Vida, Irena, 430  
 Vinten, Gerald, 499  
 Viswanathan, Madhubalan, 615  
 Volkema, Roger, 497  
 Vuursteen, Karel, 366
- W**  
 Wadhwa, Bhuvan, 665  
 Wagner, Hans-Christian, 195, 217  
 Wakefield, Kirk, 481  
 Walker, Chip, 233  
 Wall, Bill, 54  
 Walsh, Champion, 49  
 Walsh, Michael G., 417  
 Walters, Peter G. P., 339, 539, 543  
 Ward, Steven, 314  
 Warner, Malcolm, 502  
 Watras, Michael, 455  
 Watson, Richard T., 644, 658  
 Webster, Frederick E., Jr., 13, 130, 131, 270  
 Wedel, Michael, 222, 227, 246  
 Weekly, James K., 405, 425  
 Weeks, William A., 481  
 Wehrung, Donald A., 117  
 Weidner, Kelly L., 615

- Weimer, De'Ann, 78  
 Weinstein, Fannie, 269  
 Weinstein, Robert I., 469  
 Weir, David, 169  
 Weiss, Stephen E., 483, 485  
 Weitz, Barton A., 480  
 Welch, Brooke, 179  
 Welch, Jack, 487  
 Wells, Louis T., Jr., 29, 589  
 Welzel, Christian, 124  
 Werner, Steve, 298  
 Wesberg, Nancy R., 179  
 Wheeler, Kent W., 180  
 Whinston, Andrew B., 52  
 White, J. Chris, 140  
 Whitlock, Joseph P., 55, 56  
 Whitlow, S. Scott, 464  
 Whitman, Meg, 635, 655  
 Wickremeratne, Lakshman Y., 552
- Wiese, Carsten, 417, 425  
 Wigand, Rolf T., 53  
 Wilkinson, Timothy J., 11  
 Williams, J. D., 454  
 Williams, S. C., 199, 200, 220  
 Williamson, Nicholas C., 469  
 Williamson, Oliver E., 30  
 Williamson, Peter, 351, 352, 608, 625  
 Wilson, Diane D., 648  
 Wind, Yoram, 222, 357, 560  
 Winter, Sidney G., 30  
 Wirtz, Peter, 679  
 Witcher, Karene, 92  
 Witkowski, Terrence H., 188, 191  
 Woetzel, Jonathan R., 307
- Wood, Van R., 383  
 Woods, William T., 148  
 Woof, William, 190
- X**  
 Xenias, Anastasia, 264
- Y**  
 Yacoub, Max, 289  
 Yagi, Shigeru, 214  
 Yang, Jerry, 655  
 Yardley, Jim, 148  
 Ye, Helen, 660  
 Yenyurt, Sengun, 289  
 Yi Chen, Cathy, 383  
 Yim, Chi Kin, 614  
 Yin, Eden, 343, 357  
 Yip, George S., 133, 228, 256, 266, 289, 394  
 Young, Robert B., 220  
 You Nuo, 281  
 Yu, Zhu Fang, 438
- Yukl, G., 411  
 Yves, Forestier, 94
- Z**  
 Zadeh, Lofti A., 275  
 Zaklama, Loula, 398  
 Zeile, William J., 13  
 Zeng, Ming, 608, 625  
 Zhang, Dan, 674, 679, 685  
 Zhang, Xuan, 660  
 Zhang, Yong, 130  
 Zhang, Z. John, 401  
 Zhao, Hongxin, 269, 298  
 Zhao, Yuzhen Lisa, 357  
 Zhou, Dongsheng, 401  
 Zhou, Hao, 143  
 Zhou, Lianxi, 438, 464  
 Zoellick, Robert E., 64  
 Zou, Shaoming, 18, 140, 254, 289  
 Zoubir, Yahir H., 497  
 Zysman, John, 83, 514

# COMPANY INDEX

## A

A. T. Kearney Inc., 19gp  
Acer, 1, 3, 265, 306, 326  
AchieveGlobal, 479  
ACNielsen, 195–96, 198, 242, 428  
    homescan panels, 213–14  
    omnibus survey, China, 196e  
    WebAudit, 215  
Adams, 313  
Adidas, 452  
Aeon Marché Co., 537  
AES Corp., 156  
AGB Nielsen Media Research, 443  
Agfa-Gevaert, 528  
Ahold, 97, 368  
AIG, 389  
Airborne Express, 534  
Airbus, 148  
    Boeing case study, 64–65  
Air France, 156, 313  
AirTel, 608  
AKI, 308  
Alcatel-Lucent, 313, 605  
Alcoa, 181  
Alibaba, 604, 618e  
    Yahoo case study, 655  
AliPay, 628  
Alitalia, 313  
Allied Domecq, 112  
AltaVista, 628  
Amazon, 252, 451, 508, 510, 565, 629, 644  
    e-commerce, 5, 53  
    German laws and, 168  
    Kindle e-book reader, 643  
AMD, 265  
American Express, 92  
America Online (AOL), 53, 177gp  
    in China, 263gp  
    Lenovo partnering with, 263gp  
AMP Inc., 19gp  
Amway, 451  
Anheuser-Busch, 83, 237, 241  
    Brazil/Mexico case study, 685–89  
    Budweiser global positioning, 236e  
    European Union case study, 189  
    InBev merger, 297, 312–13  
Apple Computer, 9, 514, 564

    foreign expansion, 14  
    iPhone, 335, 349–50, 643  
    iPhone in gray markets, 565  
    iTunes, 645  
    outsourcing, 517  
Aramis, 263  
Arla Foods, 671–74  
Armenian Blue Airways, 149  
Arnold, 134n  
Arthur Andersen & Co., 60  
Asea Brown Boveri, 582, 585–86, 593  
Asia Market Intelligence (AMI), 111, 604  
Assured Logistics, 511  
AST and LG Electronics, 313  
Aston Martin, 287  
AT&T, 175gp, 263gp, 388  
Audi, 136  
Autolatina, 308  
AutoVaz, 63  
Avis, 268, 627–28  
Avon, 447, 451, 472, 487  
    direct-selling model, 128  
    “Let’s Talk” campaign, 239  
Axe, 456

## B

Babel Fish, 628  
Baidu, 5, 604  
Bain & Co., 474  
Bajaj, 282  
Bank of America, 603  
Bank of China, 398  
Barilla, 60  
Barnes and Noble, 252  
Bartlett Manufacturing, 101  
Bausch & Lomb, 434  
Bayer, 175  
BBC, 1  
Beiersdorf, 128  
Benetton, 430, 447  
BenQ, 314  
    Siemens acquisition case study, 326  
Billabong, 20  
BlackBerry, 301  
Black & Decker, 18, 262, 333–34

Blendax, 238gp  
Blistex, 332, 435–36  
Blockbuster Video, 304, 378  
BMW, 3, 9, 27, 63, 232, 260, 453, 465  
    global manufacturing network, 17  
    positioning study, 217  
    website, 638e, 652  
    Xerox and, 134  
Body Shop, 269  
Boeing, 148  
    Airbus case study, 64–65  
Bombardier, 64  
Boots, 537  
Booz Allen & Hamilton, 436  
Borden, 302gp  
Bose, 473  
Bossini, 385  
Bottomdollar.com, 565  
Bratz dolls, 139  
British Airways, 156  
British Oil (BP), 373gp, 584  
BSC, 479  
Buckler, 223  
Budejovicky Budvar, 189  
Burberry’s, 91, 237  
Burger King, 9, 603  
    political environment case study, 190  
*BuyUSA.com*, 555  
BYD, 605, 606

## C

Cadbury, 223, 313, 314  
    in cluster analysis, 247e  
    India advertising blunder, 426, 429  
    mobisodes, 441gp  
Calt Design Research, 512  
Camel, 364  
Campbell Soup, 125, 376, 436, 487  
Canada Post Corp., 510–11  
Canadian Imperial Bank of Commerce, 78  
Canon, 20  
    advertising errors, 362, 429  
    marketing programs, 229  
    universal product with all features, 274

- Carlsberg, 185, 430, 452  
     Malaysia case study, 424–25  
     viral marketing, 456  
 Carrefour, 132, 156, 251, 320gp, 529–30, 532gp  
     boycott, 364  
     case study, 536–37  
     in China, 364, 479, 526, 527e  
     India case study, 660–65  
     Japan case study, 536–37  
     outpacing Wal-Mart, 281  
 Cartoon Network, 127  
 Case, 487  
 CA software company, 324  
 Caterpillar, 18, 297, 323–24  
 Cathay Pacific, 201n, 223–24  
 CCTV, 429, 447  
 CDNOW, 648  
 Cemex, 1, 2  
 Cerberus Capital Management, 132  
 Cereal Partners Worldwide, 316  
 Cert, 108–9  
 Cerveceria Cuauhtemoc Moctezuma, 278  
 Changhong, 401gp  
 Chery, 63  
 China Mobile, 349, 453  
 Chiquita, 115  
 Chrysler, 3, 132, 143, 151, 331  
 Cisco Systems, 6gp, 282, 307, 496, 518gp, 605  
 Citibank Malaysia, 387  
 Citigroup, 260–61, 578, 603  
 Clan MacGregor, 91  
 Clinique, 263  
 Clover company, 371  
 CLSA, 326  
 Club Méditerranée (Club Med), case study, 674–79  
 Cnet.com, 565  
 CNN, 1, 4, 249  
 Coach, 244–55  
 Coca-Cola, 17, 137, 315, 349, 362, 364, 429, 431e, 448, 452, 529  
     in China, 362, 650  
     consumer segment, 545  
     currency hedging by, 78  
     distribution, 499  
     geographic structure, 580e  
     global advertising, 265  
     Huiyuan Juice and, 312, 314  
     in India, 107, 188  
     in Japan, 376, 377e  
     local branding, 366  
     multinational product lines, 374  
     in Muslim countries, 115  
     Pepsi-Co and, 399  
     Qoo, 318  
     vitamin-fortified beverages, 345pg  
 Colgate-Palmolive, 291, 319, 348, 614–15  
 Columbia Pictures, 89  
 Commerce One, Inc., 514  
 Compaq, 3, 265, 473, 508, 509  
 Computertots, 303e  
 Compuware Corp., 514  
 comScore, 652  
 Converse, 382  
 Corning, 317  
 Covisint, 514–15  
 Crocs Inc., case study, 245–46  
 Cummins Engines, 323  
 Cyrix, 265  
  
**D**  
 Daewoo, 63, 392  
 Daiei, 528, 532gp  
 Daihatsu, 90  
 Daimler, 132, 298  
 DaimlerChrysler, 409, 514  
 Daksh, 607  
 Danone, 367  
     Clover company and, 371  
     Future Cola, 377  
     Wahaha Group joint venture, 308, 309gp  
 Danzas AEI Intercontinental, 510  
 Datacraft, 307  
 DDB Needham, 365  
 DealPilot.com, 644  
 Deere & Co., 279, 282, 340gp, 579e  
 Delhaize, 401  
 Dell Computer, 3, 5, 5n, 6gp, 9, 37, 265, 315gp, 451, 509, 514, 518gp, 523  
     case study, 536  
     direct-selling model, 128–29  
     e-commerce and, 508  
     foreign expansion, 14  
     free trade zones and, 521  
     IdeaStorm, 642–43, 643e  
     Internet globalization project, 630gp  
     logistics, 510  
     online sales, 252, 628  
     organizational structure, 588  
     price trimming, 91  
     “sell-direct” strategy, 265  
     Taiwan flag and, 156  
 Delta Airlines, 434  
 Dentsu, 117–18, 449  
 Deutsche Telekom, 632  
 DHL, 505, 578  
 Diageo, 4, 642  
 Diesel, 447  
 Disney, 114, 267, 364, 371  
 Dockers, 649–50  
 DoCoMo, 23  
 Dôme Coffees, 3  
 Dow Chemical, 170, 581–82  
 DPWN, 510  
 Dunkin’Donuts, 127, 428gp  
 DuPont, 336e–337e, 506–7, 563  
 Durex, 208e  
 Dymocks, 508  
  
**E**  
 eBay, 565, 626, 632, 644, 655  
     e-commerce, 5  
     global flea market, 636gp  
 ECA International, 490  
 Eddie Bauer, 532gp  
 EDS, 434  
 Electrolux  
     brand architecture guidelines, 368–69  
     core-product (common platform) approach, 340gp  
     product design families, 274  
     salesforce, 480  
 Electronic Arts (EA), 139  
 Eli Lilly  
     logistics, 510  
     pricing, 400, 400e  
     weight loss product marketing research, 194e  
 Embracer, 1, 64  
 EMI Group, 182  
 Emirates Air, 604  
 Epson, 20  
 Erasmus University, 351  
 Ericsson, 20, 307, 517gp–518gp  
 Erodis, 511  
 ERX Logistics, 509  
 Esomar, 204–5, 204e  
 ESPN, 443  
 Esprit, 91  
 Estée Lauder, 258  
     customer-focused approach, 262–64  
     in Germany, 545  
 Eunique Logistics, 511  
 Exel, 509  
 Exxon, 157, 157gp, 266  
  
**F**  
 Fabergé, 363  
 Federal Express, 388, 505, 510, 534  
 Ferrero Rocher, 380  
 Fiat, 63, 151, 286  
 Fisher-Price, 114  
 Flextronics, 305  
 FNAC, 648  
 Fonterra, 327–28  
 Ford, 3, 9, 63, 231, 260, 266, 324, 339, 392, 431, 431e, 487, 509  
     cost advantage, 151  
     design centers, 280  
     Fiesta in China, 232gp  
     free trade zones and, 521  
     global marketing benefits case study, 286–87

in Japan, 331, 545  
 product invention, 334  
 Volkswagen joint venture, 308  
 Volvo and, 499  
 Fox Television, 153  
 Friends of the Earth, 157gp  
 Friendster, 260  
 Fuji, 278, 286, 528  
 Fujitsu, 4, 20

**G**

Gateway, 6gp, 319, 323, 514, 632–33  
 Geely, 378, 379e  
 General Dynamics, 419  
 General Electric, 182, 262, 296, 487  
 General Mills, 295, 316, 487  
 General Motors Corp., 3, 5, 9, 31, 63, 241, 260, 266, 276, 315, 324, 339, 431, 431e, 487, 514  
 in China, 238  
 global marketing benefits case study, 286–87  
 in Japan, 331gp, 342  
 logistics, 499  
 R&D at, 272–73  
 Thailand production plan, 90  
 Toyota joint venture, 316  
 General Nutrition Centers, 303e  
 Gerber's, 230  
 GfK Roper Consulting, 235  
 Giant Manufacturing, 306  
 Gillette, 115, 118gp, 130, 300, 487  
 Giordano, 385  
 GlaxoSmithKline (GSK), 114, 211  
 Internal Revenue Service, U.S. and, 410–11  
 pricing, 400, 400e  
 Ribena Vitamin C case study, 463  
 G.L.F., 258  
 GMAC Global Relocation Services, 488, 490, 492  
 Goldman Sachs, 282  
 Gome, 129  
 Goodyear, 278, 487  
 Google, 9, 105, 173, 628, 636gp, 637  
 Great Wall, 63  
 Greenpeace, 157gp  
 Grey Worldwide, 461  
 Grolsch, 293  
 Grupo Hermés, 156  
 Grupo Modelo, 2  
 GTE Sylvania, 30  
 Gucci, 122, 244  
 Guinness Anchor Berhad (GAB), 324  
 Guinness Nigeria, 620gp–621gp

**H**

Häagen-Dazs, 398  
 Haier, 1

Hakuhodo, 230, 231e, 382, 449  
 Hamlet, 447  
 Healthy Choice, 366  
 Hefei Rongshida, 366  
 Heineken, 185, 321, 452  
 marketing research, 223  
 pricing policy, 408  
 Heinz, 367, 376, 377, 400  
 Henkel, 293, 319  
 formula adjustment, 414  
 local brands, 360–61, 361gp, 366  
 opportunity matrix in Asia, 294e  
 Herbal Essences, 437  
 Hermès, 122  
 Hershey Foods, 314  
 Hewlett Packard (HP), 3, 173, 265, 282, 305, 314gp, 317, 509, 523, 563, 594  
 branding committee, 587  
 in China, 651gp  
 global development, 351–52  
 global equivalent name, 110  
 price trimming, 91  
 Heye and Partner, 24  
 Hilton International, case study, 495  
 Hindustan Lever, 315, 397, 608, 611  
 Hindustan Unilever Ltd (HUL), 610gp, 613–14, 616e  
 Hitachi, 218gp, 265, 275, 528  
 Hoffman-La Roche, 510  
 Honda, 3, 27, 37, 260, 278, 287, 431e, 432, 502  
 Europe case study, 679–84  
 in United States, 254  
 universal product with different positioning, 274–75  
 “world car,” 12  
 Honeywell International, 182  
 Hoya, 594  
 HSBC, 388  
 HTC, 604  
 Huawei, 605  
 Hugo Boss, 447  
 Huiyuan Juice, 312, 314, 606  
 Human Rights Watch, 157gp  
 Hyundai, 2, 3, 63, 566

**I**

IBM, 3–4, 8, 282, 307, 519, 578, 594, 604, 607, 629  
 AirTel and, 608  
 Lenovo and, 221, 314gp, 372, 588  
 translation errors, 427  
 ICBC, 603  
 Ifo, 96gp  
 Ikea, 530  
 inventory, 91  
 in Japan, 317–18  
 in United States, 330  
 InBev, 83, 297, 312–13, 604

Inditex, 597  
 Information Resources (IRI), 213  
 Infosys Technologies, 1, 607  
 Progeon case study, 496  
 Intel, 9, 243, 631  
 brand awareness in China, 441–42  
 modular advertising approach, 440  
 Pentium chip, 259  
 Interbrand, 362  
 Intimate Brands, 532gp  
 Inveno, 632  
 Iona Technologies, PLC, 11  
 Iranian Mahan Airways, 149  
 Isuzu, 63  
 Ito-Yokado, 530, 532gp

**J**

Jack Daniels, 229, 364  
 Jaguar, 280, 339, 604  
 Tata Motors case study, 392  
 J.C. Penney, 90  
 J.D. Streett & Company, 555  
 Johnnie Walker, 91, 436–37, 439e  
 fighting product piracy, 381  
 marketing schema, 225  
 Johnson & Johnson, 431e, 452, 590  
 Jollibee Foods, 282, 603, 604  
 J-Phone Co., 23  
 Jupiter Research, 648

**K**

Kao, 382, 419  
 KDDT, 23  
 Keane, Inc., 520  
 Kecskemeti Konzervgyar, 377  
 Kelkoo, 5  
 Kellogg Co., 295, 316, 397  
 in India, 611  
 short messaging service by, 441gp  
 Kentucky Fried Chicken (KFC), 10, 137, 319  
 China case study, 327  
 Mexico/exchange rate fluctuations, 75, 77–78  
 Kia Motors, 63, 132  
 Kikkoman Corp., 466gp  
 Kimberly-Clark, 239, 315  
 Kirin Breweries, 529  
 KLM, 136  
 K-Mart, 250  
 Knorr, 128  
 Kodak, 278, 291, 365, 528  
 anti-counterfeiting system, 173  
 currency hedging by, 78  
 Nokia cross-patent agreement, 301  
 Komatsu, 323  
 Konica, 528

- KPMG, 307  
 Kraft Foods, 431e  
     cultural adaptation by, 125  
     Oreo cookies in China, 192, 192e  
 Kraft General Foods Europe (KGFE), 588  
 Krispy Kreme, 127  
 Kuwait Petroleum Corp. (KPC), 153
- L**  
 Labatt International, 278  
 Lancôme, 258  
 Land Rover, 239–40, 392, 403, 604  
 Lands'End, 532gp  
 LaPebbles.com, 8  
 Lawson, 541  
 Lee and Dan, 656  
 LEGO, 305, 403  
 Lenovo, 1, 3, 364, 452, 462, 604, 607, 642  
     AOL partnering with, 263gp  
     IBM and, 221, 314gp, 372, 588  
 Levi Strauss, 237, 362, 403, 435  
     LeviLink, 250  
     new products, 345  
 Li Ning, 606–7  
 Lipton tea, 648, 649gp  
 Listerine, 396  
 Liushen, 258  
 Liz Claiborne, 173  
 L'Oréal, 200, 322, 364, 431, 431e  
     marketing research in China, 201gp  
     Mininurse case study, 393  
     resource allocation, 433e, 434  
 Lotte Co., 302  
 Louis Vuitton, 122, 244, 417  
 Lufthansa, 156  
 LVMH, 232, 381–82
- M**  
 Magnavox, 30  
 Mahindra & Mahindra, 279  
 Mailboxes Etc., 303e  
 Makita, 262  
 Makro, 388  
 Mark, 530  
 Marks & Spencer, 530  
 Marlboro, 349, 364  
 Mars candy, 108, 338  
     brand name changeover, 371–72, 372e  
     in cluster analysis, 247e  
     in Russia, 597  
 Mary Kay, 451  
 Master Card, 169  
 Matsushita, 391–92  
 Mattel, 139, 550  
     Barbie dolls in China case study, 623  
 Maxam, 258  
 Maxfactor, 258  
 Maxim's, 311gp  
 Maxtor, 265, 509  
 Maytag Corp., 366  
 Mazda, 6, 9  
 McBride, 527  
 McDonald's, 282, 321, 323, 349, 362, 364, 366, 388, 397, 448, 603  
     advertising in India, 438  
     Big Mac Index, 74–75, 75e  
     in Brazil, 404  
     China case study, 327  
     delivery service, 129  
     “Hamburger University,” 586  
     in Hong Kong, 129e  
     “I'm Lovin' It” menu case study, 24  
     local community support, New Zealand, 242e  
     local roots, 241  
     Lost Ring campaign, 650–51  
     market size assessment, 210, 211e  
     McCafé, 348  
     McCountry case study, 190  
     multinational product lines, 374, 375e  
     in Russia, 403, 597  
     strategic marketing planning, 577  
 McDonnell-Douglas, 148  
 McIlhenny, 118, 223  
 McKinsey consultants, 311, 317, 592, 613  
 Mecca Cola, 367  
 Meiji Milk, 302gp  
 Mercedes-Benz, 147, 465, 545, 563  
 Merck  
     case study, 572  
     currency hedging, 78  
     global marketing problems, 269  
 MetLife, 294–95  
 Metro Group, 128, 251, 532gp, 537  
 MGA Entertainment, 139  
 MGM, 83  
 Michelin, 97, 278, 581  
 Microsoft, 4, 6gp, 228–29, 265, 305, 324, 436, 443, 519, 604, 631  
     code unbundling in Europe, 182  
     fighting product piracy, 381–82, 399  
     global dominance battle, 277gp  
     Nikon cross-patent agreement, 301  
     online customer education, 251  
     outsourcing, 520  
     pricing, 399, 414  
     standards, 259  
     Xbox, 318, 349  
 Midas, 303e  
 Milward Brown, 362  
 Mininurse, 393  
 Mintel International, 345  
 Mitsubishi Heavy Industries, 18, 37, 63, 275  
 Mittal Steel, 1  
 Morgan Stanley Dean Witter, 122  
 Motorola, 308, 326, 434, 473, 563  
 Mövenpick, 9  
 Mrs. Fields, 303e  
 MSN, 604  
 MTV, 4, 443  
 Mysimon.com, 565  
 MySpace, 604  
     China case study, 656–57
- N**  
 Napex Corporation, 425  
 National Small Business United, 60  
 Naxos, 173  
 NBC, 1  
 Nestlé, 28, 127, 295, 314–15, 321, 362, 431e, 436  
     bargaining power, 269  
     brand architecture, 369, 369e  
     brand champion, 587  
     centralized decisions, 258  
     cluster analysis, 224e, 247e  
     concept cooperation advertising approach, 440  
     General Mills joint venture, 316  
     multinational product lines, 374–75, 376e  
     organizational structure, 584e  
     price spectrum, 376  
     segmentation/positioning, 225e, 226–27  
     target marketing, 214  
 New Balance, knockoffs case study, 391  
 Nike, 3–4, 9, 27, 241, 364, 452, 505, 642  
     “Just Do It” brand, 240  
     working environment, 516gp  
 Nikon, 301  
 Nintendo, 4, 277gp  
 Nissan Motor Corp., 4, 37, 63, 147, 295, 431e, 514  
     fuzzy logic and, 275  
     Infiniti in Europe case study, 355  
     shift advertising campaign, 435gp  
 Nivea, 639e–641e  
 Nokia, 9, 20, 53, 241, 319, 322, 368, 517gp, 608, 620  
     brand forum, 440  
     in China, 44–45  
     emerging market project strategy, 613, 614gp  
     ethnographic research, 206, 206gp  
     global development, 351



- Japan exit strategy, 320  
 Kodak cross-patent agreement, 301  
 reasons to go global case study, 461  
 Nortel, 305  
 Novartis, 60, 97  
 NTT, 23  
 NutraSweet, 322
- O**
- Omo, 615  
 Oracle Corporation, 324, 514, 519, 581  
   global equivalent name, 110  
   Internet marketing, 110gp  
   regional teams by language, 110gp  
 Orange, 290  
 Otis Elevator International, 404  
 Outboard Marine, 487  
 Oxy, 92  
 OzBooks.com, 508
- P**
- Pacific Cycle, 306  
 PALMCO holdings, 419  
 Panasonic, 30, 528  
   “Emerging Markets Win,” 613  
   fuzzy logic and, 275  
   Matsushita re-branding case study, 391–92  
 Parker Pens, 9, 428  
 Parrys, 300  
 Patlex Corp., 175gp  
 Pearl River Piano, 606  
 Pedigree, 371  
 Pepsi-Co, 267, 316, 452  
   during Beijing Olympics, 114  
   Coca-Cola and, 399  
   counterpurchase, 419  
   fruit drink in China, 104  
   in Russia, 161  
   short messaging service by, 441gp  
   Stolichnaya countertrade, 418  
 Peugeot, 143  
 Pew Research Center, 634  
 Pfizer, 53–54, 128, 313, 400e, 615  
 Philip Morris International (PMI)  
   case study, 355–56  
   global/local branding, 376, 377e  
   outplacement firm hired by, 492  
 Philips, 8, 30, 517gp, 584  
   organizational design, 585gp  
   PROTECT system, 549–50  
   Whirlpool and, 371, 372  
 Pioneer Standard, 511  
 Pizza Hut, 237, 319, 327, 419, 455  
 Pocari Sweat, 366
- Pollo Campero, 9  
 Polo Ralph Lauren, 455gp  
 Ponderosa, 303e  
 Population Services International (PSI), 126gp–127gp  
 Prada, 244  
 ProChile, 386  
 Procter & Gamble, 253, 280, 282, 319, 322, 338, 363, 429, 431, 431e, 526, 529, 581, 593, 615, 620, 642  
   advertising blunder, 426–27  
   advertising spending compared to Unilever, 432e  
   in Asia, 291  
   in Australia, 331gp  
   brand name changeover, 371  
   China case study, 287–88  
   cultural adaptation by, 125, 127  
   diaper market share, 104  
   every-day-low-pricing, 400–401  
   exports, 153  
   in Japan, 118gp, 193  
   McVan model, 617–18  
   multinational product lines, 374, 375e  
   new product line, 90–91  
   organization 2005 case study, 595  
   packaging, 398  
   parallel imports, 415–16, 417  
   pricing losses, 422  
   product adaptation, 333  
   product invention, 334  
   product piracy and, 378  
   R & D of, 267  
   resource allocation, 433e, 434  
   in Russia, 415–16  
   SK-II case study, 461–62  
   torch relay sponsorship case study, 462–63  
   vitamin-fortified beverages, 345gp  
 Progeon, call center case study, 496  
 PRS Group, 158, 160  
 PTC Windchill, 642  
 PT Nusantara, 419  
 Publicis group, 11  
 Pudliszki, 367
- Q**
- QQzone, 604  
 Quaker Oats, 295  
 Quality Express, 509  
 Quanta, 9, 514  
 Quicksilver, 20  
 QXL Ricardo, 5
- R**
- Rakuten, 5, 252, 533  
 Ralston Purina, 295  
 Raybo, 372  
 RCA, 30, 278  
 Reckitt-Benckiser, 321, 431e  
 Red Bull, 11, 238, 238gp, 347, 452  
 Rediff.com, 650  
 Reebok, 453, 505  
 Renault, 3, 4, 63, 339, 514  
 Research in Motion (RIM), 301  
 ResMed, 523  
 Rikamore Ltd., political environment case study, 190  
 Rioch, 264, 279, 435  
 Rittmuller, 606  
 Roche, 174  
 Rolex, 362, 545  
 Rolls Royce, 378, 379e  
 Royal Ahold, 132
- S**
- Saatchi & Saatchi, 11  
 SABMiller, 228, 233e, 234, 604  
 Safaricom, 605, 605e  
 Salem, 364  
 Samsonite, 125  
 Samsung Electronics, 1–3, 8, 313, 317, 320gp, 391, 452, 462  
 Sanlu, milk crisis case study, 327–28  
 Sanyo, 30, 528  
 SAP, 519, 533  
 Sara Lee, 313  
 Sarft, 446  
 Schick, 119gp  
 Scwin, 305–6  
 Seagate Western Digital, 265  
 Seagram UK, 386  
 Sears, Roebuck & Co., 529  
 Seawind International, 559  
 Seibu, 532gp  
 Seiko, 273, 565  
 Seiyu, 532gp  
 SEMATECH, 30  
 Semiconductor Manufacturing Technology (SEMATECH), 148  
 Sephora, 537  
 Service Corp. International, 387  
 7-Eleven, 4, 529, 530, 534, 541  
 7dream, 5  
 Seven & i Holdings Co., 4  
 Severstal-Auto, 63  
 Shanda Interactive Entertainment Limited, 252–53, 604  
 Shanghai Jahwa Co., Ltd., 258  
 Shanghai Pudong Development Bank, 261  
 Sharp, 30, 279, 517  
 Shi, Linda H., 134n  
 Shinsegae, 320gp  
 Shiseido, 382  
 Shopguide.co, 644

- Siemens, 241, 253, 409, 454, 594  
 BenQ acquiring case study, 326  
 fax technology, 279  
 mobile trade show, 455gp
- Sina, 252
- Sinopec, 7
- Sir Speedy, 303e
- Skoda, 385
- Slim-Fast, 333
- SMH International, 439e
- SmithKline Beecham, 510
- SM Mall of Asia, 602
- Snapple, 438
- SoftBank, 23
- Sohu, 252
- Sony, 3–4, 8, 30, 83, 139, 241, 305–7, 431e, 604  
 copyrights and, 176  
 drool campaign, 457–58  
 first-mover advantage, 260  
 fuzzy logic and, 275  
 global dominance battle, 277gp  
 gray market case study, 572–73  
 Japan export control, 166  
 microprocessor, 259  
 miniaturization and, 14  
 “My First Sony” brand, 240  
 Playstation, 349, 350e, 643
- Southland Corporation, 530
- SsangYong, 63
- Stanford Business School, 592
- Star Alliance, One World, 389
- Starbucks, 3, 309, 321, 642  
 in China, 311gp  
 fighting product piracy, 380–81  
 partner criteria, 310e  
 pricing, 398  
 trendy customers, 89
- StarMedia Network, 177gp
- Star TV, 249, 443, 453
- Stolichnaya, 418
- Strategy Research Corporation, 233
- Subway, 303e
- Sun Microsystems, 434
- Suzuki, 63, 155, 286, 342
- Swatch, 364  
 transfer pricing case study, 424
- Swedish Tobacco Co., 447
- SYSTRAN, 628
- T**
- Taco Bell, 130, 455
- TAG Heuer, 428–29, 439
- Taobao, 604, 628, 644, 655
- Tata Consultancy Services, 604, 607
- Tata Motors, 597, 606  
 case study, 392, 624–25
- Taylor Nelson Sofres (TNS), 198, 213–14
- TelecomAsia, 290
- Telecom Italia, 632
- TelMex, 156
- Tencent, 604
- Tesco, 320gp, 385, 527, 534
- Texas Instruments, 12
- TGI Fridays, 477gp
- 3Com, 313
- 3M, 563, 581
- Timberland, 241
- Time Warner, Inc., 182, 263gp, 431e
- TNT, 443, 510, 534
- Toei, 127
- Ton Yi Industrial, 466gp
- Toshiba, 3, 4, 30, 109, 510
- Tower Records, 530, 532gp
- Toyota, 3, 9, 37–38, 63, 151, 260, 295, 383, 431, 431e  
 advertising errors, 429  
 advertising violations, 445–46  
 in China, 193–94  
 Europe case study, 355  
 General Motors joint venture, 316  
 hands-on research, 218gp  
 Lexus, 318  
 product design families, 274  
 profits, 66  
 sourcing strategy, 512
- Toys ‘R’Us, 250, 388, 530, 532gp, 534
- Translation Services USA, 628
- TTK, 300
- Tupperware, 487
- Twitter, 582e
- U**
- UBS, 239, 240gp, 243
- Ugg boots, 245
- Uniglobe Travel, 303e
- Unilever, 308, 363, 366, 368, 422, 431, 431e, 446, 455, 578  
 advertising spending compared to Proctor & Gamble, 432e  
 Axe products, 228  
 executive performance, 591  
 in India, 282, 427  
 insurance companies and, 230  
 local customs and, 128  
 multi-local multinational, 583  
 “One Uniliever” plan, 257gp  
 packaging, 91  
 product targeting, 92  
 Project Shakti, 617–18, 617e  
 resource allocation, 433e, 434  
 “Ugly Wude” advertising in China, 456gp  
 viral marketing, 456
- Union Carbide, 170
- Unisys, 451
- United Distillers, 398
- UPS, 115, 505, 509–10, 510
- USAID, 631
- V**
- Vaillant, 339
- Victoria’s Secret, 53
- Virginia Slims, 239
- Virgin Megastores, 532gp
- Visa, 169, 243, 434
- Vodafone Group, 605  
 global marketing case study, 23
- Volkswagen, 63, 143, 339, 452, 465  
 case study, 656–57  
 competition abuses, 414–15  
 customer database in China, 134  
 Ford joint venture, 308  
 New Beetle, 318  
 spoof advert, 652, 656–57  
 viral marketing, 456
- Volvo, 151, 250, 260, 287, 499
- Von Zipper, 20
- W**
- Wahaha Group, 308, 309gp, 366–67
- Wal-Mart, 132, 250, 319, 349, 388, 530, 534, 537  
 in Argentina, 193  
 Carrefour outpacing, 281  
 case study, 665–71  
 checkouts, 541  
 in China, 478  
 in Europe, 479  
 exit strategy in South Korea, 320gp  
 in Germany, 128  
 international expansion timeline, 318, 318e  
 in Japan, 526, 532gp  
 online sales, 251–52  
 pull-out, Indonesia, 90  
 revenues, 525–26  
 suppliers, 529  
 Trust-Mart, 281–82
- Warner Lambert, 439e
- Wasa Biscuits, 60
- Watson’s, 451
- Weaver Popcorn Co., 8
- Weight Watchers, 366
- Wertkauf, 479
- Western Union, 136
- Weyerhaeuser, 8
- Wharton School, Philadelphia, 59, 78

Whirlpool, 371–72, 613  
Wikipedia, 105  
Wipro, 607  
World Gym Fitness, 303e  
World Peace Industrial, 511  
Wrigley's, 115, 300, 333

**X**

Xerox, 97, 134, 265, 435

Xiaonei, 656  
Xingbake, 381

**Y**

Yadu Group, 381  
Yahoo, 565, 604, 628, 641–42, 650,  
655  
Alibaba case study, 655  
e-commerce, 5, 53

Yamaha, 378  
YouTube, 651–52  
Yum! Brands, 130, 303, 319, 327,  
455

**Z**

Zdnetindia.com, 650  
Zenith, 278, 313  
ZTE, 605