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
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
extport 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, 57
bills slashed by, 153
Automated Export System (AES), 548
Automobile industry
car prices, 79
China, 193
competition in, 3, 260
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
multiple domestic marketing in, 17
pricing in EU, 401
R & D in, 272–73
Russia case study, 63–64
technological 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
Bah. 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, 234
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
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
cultural 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
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
hyperccompetition, 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
cautons, 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
Consortium 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
Cosmopolitism, 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
buuyback, 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
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
Courtsey 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
CTPAM. 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
apdition, in China, 125
adapting to, 124–26
adocacy, 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
costs and, 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, 388
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

Customs

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
Dominant design strategy, 30
Domino strategy, 14, 15, 21

Downstream salesforce strategy, 468
D/P. See Documents against
payment

Drawbacks, 562
DDA. See Documents against
acceptance

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 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
country 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–502pg, 505, 544
advertising regulations, 446–47
antitrust laws, 182
automobile industry pricing, 401
auto pricing in, 401
case study, 189
crossing national boundaries, 97–98
currency fluctuations, 405
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
EEI, 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
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 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
Franç, 79
Franchisee, 303
Franchising, 304–305e
  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, 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  
emphases, 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  
HDL. *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
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, 152
buyer behavior model, 560
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, 620
skin whitener in, 128
soft drink industry, 107
software industry, 19
Indirect exporting, 16, 299–300, 545–47
direct exporting vs., 547
Indirect offset, 419
Individualism, 120, 122
Inflation. See also Hyperinflation
in Argentina, 89
in Brazil, 38–39
in China, 89
in emerging economies, 89
in Latin America, 89
pricing in, 403–5
in Russia, 89
Informal control methods, 591–92
Information communications technology (ICT), 632
Information-related products, 51
Information technology (IT), 42
brand sales, 214
CAPI, 215
CATI, 215
changing competition and, 51–54
competitiveness in Japan, 42
competitiveness in United States, 42
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
grey 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 property
copyrights, 175–76, 177
electronically represented, 52
IPR, 633
in legal environment, 172–76
patents, 174–75
protecting in China, 380
protection treaties, 176–80
trademarks, 176, 177
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), 50, 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, 29
International retailing
defined, 525
distribution, 525–33
e-commerce and, 533
on-time information management, 529–30
private-label brands (store brands), 527–28
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

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
cost/revenue, 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
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
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
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
gerographic 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
Peolemeters, 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
category, 378
differentiation, 259
diversity, 578
direct marketing, 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
cost-based, 411
diffusion, 342–44
export prices, 402–3
flexible cost-plus pricing, 397
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
category, 378
differentiation, 259
diversity, 578
direct marketing, 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
cost-based, 411
diffusion, 342–44
export prices, 402–3
flexible cost-plus pricing, 397
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
category, 378
differentiation, 259
diversity, 578
direct marketing, 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

Rabattgesetz (rebate law), 168
Rationalization, 506
R&D, 266, 267
in automobile industry, 272
expenditures, 338

Rationalization, 506
R&D, 266, 267
in automobile industry, 272
expenditures, 338
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, 602
Short messaging service (SMS), 441
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
Social desirability bias, 205
Social interactions, as culture element, 111–12
Socialism, 144
Socialist laws, 170
Socially responsible investing (SRI), 516
Social networking site (SNS), 604
Social pressures, 155–57
Socioeconomic strata analysis (SES), 233–34
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, 320
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

TRIPS, 48

Trade 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

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

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 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, 42pg

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
<table>
<thead>
<tr>
<th>Author Name</th>
<th>Page Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaker, David A.</td>
<td>130, 195</td>
</tr>
<tr>
<td>Aaker, Jennifer I.</td>
<td>103, 140</td>
</tr>
<tr>
<td>Aboul-Fath, Mahmoud</td>
<td>398</td>
</tr>
<tr>
<td>Abratt, Russell</td>
<td>371, 475</td>
</tr>
<tr>
<td>Abramson, Neil R.</td>
<td>474, 475</td>
</tr>
<tr>
<td>Ackelsberg, R.</td>
<td>411</td>
</tr>
<tr>
<td>Ackerly, John</td>
<td>462</td>
</tr>
<tr>
<td>Ackerly, John</td>
<td>462</td>
</tr>
<tr>
<td>Adam-Florou, Athena S.</td>
<td>542</td>
</tr>
<tr>
<td>Adler, Ralph A.</td>
<td>425</td>
</tr>
<tr>
<td>Agarwal, James</td>
<td>202, 203</td>
</tr>
<tr>
<td>Adkins, Andrew</td>
<td>343, 357</td>
</tr>
<tr>
<td>Aksen, Gerald</td>
<td>171</td>
</tr>
<tr>
<td>Alam, Pervaiz</td>
<td>410</td>
</tr>
<tr>
<td>Aldrich, Madeleine K.</td>
<td>183</td>
</tr>
<tr>
<td>Alden, Dana L.</td>
<td>240, 246</td>
</tr>
<tr>
<td>Alden, Edward</td>
<td>49</td>
</tr>
<tr>
<td>Aldridge, D. N.</td>
<td>204, 205</td>
</tr>
<tr>
<td>Al-Eryani, Mohammad F.</td>
<td>410, 411</td>
</tr>
<tr>
<td>Alexandrides, Costas G.</td>
<td>419</td>
</tr>
<tr>
<td>Alfred, Brent</td>
<td>273</td>
</tr>
<tr>
<td>Al Janahi, Ahmed</td>
<td>169</td>
</tr>
<tr>
<td>Al-Makaty, Safran</td>
<td>464</td>
</tr>
<tr>
<td>Alpa, Dhanani</td>
<td>102</td>
</tr>
<tr>
<td>Alvarez-Plata, Patrici a</td>
<td>87</td>
</tr>
<tr>
<td>Alzira, Salama</td>
<td>499</td>
</tr>
<tr>
<td>Amelio, William</td>
<td>314</td>
</tr>
<tr>
<td>Amine, Lyn S.</td>
<td>210, 212</td>
</tr>
<tr>
<td>Ancker, Patrik</td>
<td>409, 553</td>
</tr>
<tr>
<td>Andersen, Kim Viborg</td>
<td>53</td>
</tr>
<tr>
<td>Anderson, Ervin</td>
<td>298, 299</td>
</tr>
<tr>
<td>Anderson, James E.</td>
<td>413</td>
</tr>
<tr>
<td>Anderson, Thomas W.</td>
<td>383</td>
</tr>
<tr>
<td>Andreasen, Aaron W.</td>
<td>492</td>
</tr>
<tr>
<td>Anevar, Syed Tariq</td>
<td>182, 190</td>
</tr>
<tr>
<td>Arafat, Yasser</td>
<td>655</td>
</tr>
<tr>
<td>Arbelaez, Harvey</td>
<td>538–39</td>
</tr>
<tr>
<td>Armstrong, Gary</td>
<td>168</td>
</tr>
<tr>
<td>Armstrong, Larry</td>
<td>275</td>
</tr>
<tr>
<td>Arnold, David</td>
<td>5, 133, 360</td>
</tr>
<tr>
<td>Arnould, Stephen J.</td>
<td>479</td>
</tr>
<tr>
<td>Arpan, Jeffrey S.</td>
<td>411</td>
</tr>
<tr>
<td>Arora, Maria Cecilia</td>
<td>573</td>
</tr>
<tr>
<td>Ascarello, Silvia</td>
<td>510</td>
</tr>
<tr>
<td>Assmus, Gert</td>
<td>417, 425</td>
</tr>
<tr>
<td>Atheta, Gerard A.</td>
<td>547</td>
</tr>
<tr>
<td>Attia, Ashraf M.</td>
<td>496</td>
</tr>
<tr>
<td>Aukahk, Preet S.</td>
<td>172, 176</td>
</tr>
<tr>
<td>Aukahk, Preet S.</td>
<td>172, 176</td>
</tr>
<tr>
<td>Aurand, Timothy W.</td>
<td>497</td>
</tr>
<tr>
<td>Austin, James E.</td>
<td>158</td>
</tr>
<tr>
<td>Axinn, Catherine N.</td>
<td>547</td>
</tr>
<tr>
<td>Baack, Daniel</td>
<td>259</td>
</tr>
<tr>
<td>Bairoch, Paul</td>
<td>39</td>
</tr>
<tr>
<td>Baker, William E.</td>
<td>169</td>
</tr>
<tr>
<td>Bakhtiar, S.</td>
<td>288</td>
</tr>
<tr>
<td>Balabanis, George</td>
<td>384</td>
</tr>
<tr>
<td>Baligh, Helmy H.</td>
<td>140</td>
</tr>
<tr>
<td>Ball, David</td>
<td>176</td>
</tr>
<tr>
<td>Balough, Richard C.</td>
<td>660</td>
</tr>
<tr>
<td>Bamford, James</td>
<td>311, 328</td>
</tr>
<tr>
<td>Banga, Kamini</td>
<td>25, 625</td>
</tr>
<tr>
<td>Bargas, Sylvan E.</td>
<td>13</td>
</tr>
<tr>
<td>Barnes, Paul</td>
<td>539</td>
</tr>
<tr>
<td>Barnev, Percy</td>
<td>586</td>
</tr>
<tr>
<td>Barney, Jay B.</td>
<td>30</td>
</tr>
<tr>
<td>Baron, Steve</td>
<td>207</td>
</tr>
<tr>
<td>Barr, William</td>
<td>181</td>
</tr>
<tr>
<td>Barrett, Amy</td>
<td>78</td>
</tr>
<tr>
<td>Barrie, Doug</td>
<td>333</td>
</tr>
<tr>
<td>Bartlett, Christopher A.</td>
<td>257, 584</td>
</tr>
<tr>
<td>Bartlett, Douglas L.</td>
<td>161</td>
</tr>
<tr>
<td>Bartlett, Mattias L.</td>
<td>49</td>
</tr>
<tr>
<td>Batson, Andrew</td>
<td>49, 143</td>
</tr>
<tr>
<td>Bauer, W.</td>
<td>584</td>
</tr>
<tr>
<td>Beatty, Edmund W.</td>
<td>276</td>
</tr>
<tr>
<td>Beaverstock, Jonathan V.</td>
<td>102</td>
</tr>
<tr>
<td>Bech, Stine Ludvig</td>
<td>671</td>
</tr>
<tr>
<td>Beck, Ernest</td>
<td>269</td>
</tr>
<tr>
<td>Beck, John C.</td>
<td>634</td>
</tr>
<tr>
<td>Beck, Kurt</td>
<td>321–22</td>
</tr>
<tr>
<td>Beck, Roman</td>
<td>53</td>
</tr>
<tr>
<td>Beckert, Beverly</td>
<td>514</td>
</tr>
<tr>
<td>Beckham, David</td>
<td>452</td>
</tr>
<tr>
<td>Beise, Marian</td>
<td>279</td>
</tr>
<tr>
<td>Bello, Dario C.</td>
<td>469, 573</td>
</tr>
<tr>
<td>Bellur, Venkatakrishna V.</td>
<td>404</td>
</tr>
<tr>
<td>Benjamin, Daniel</td>
<td>472</td>
</tr>
<tr>
<td>Benson, John</td>
<td>502</td>
</tr>
<tr>
<td>Bentz, Brooks A.</td>
<td>539</td>
</tr>
<tr>
<td>Bergen, Mark</td>
<td>563, 573</td>
</tr>
<tr>
<td>Berger, Mel</td>
<td>482</td>
</tr>
<tr>
<td>Berk, Emre</td>
<td>144</td>
</tr>
<tr>
<td>Berlusconi, Silvio</td>
<td>313</td>
</tr>
<tr>
<td>Bermingham, John A.</td>
<td>271, 272</td>
</tr>
<tr>
<td>Berthon, Jean Paul</td>
<td>644, 657</td>
</tr>
<tr>
<td>Berthon, Pierre</td>
<td>644, 657</td>
</tr>
<tr>
<td>Besanko, David</td>
<td>323</td>
</tr>
<tr>
<td>Besson, Madeleine</td>
<td>480</td>
</tr>
<tr>
<td>Betts, Paul</td>
<td>59</td>
</tr>
<tr>
<td>Bezmen, Trisha</td>
<td>65</td>
</tr>
<tr>
<td>Bhagat, Rabi S.</td>
<td>475</td>
</tr>
<tr>
<td>Bhagwati, Jagdish</td>
<td>413</td>
</tr>
<tr>
<td>Bhattacharya, Arindam K.</td>
<td>604</td>
</tr>
<tr>
<td>Bhaumik, Sumon</td>
<td>612</td>
</tr>
<tr>
<td>Bideman, Sol.</td>
<td>550</td>
</tr>
<tr>
<td>Biederman, David</td>
<td>51, 548</td>
</tr>
<tr>
<td>Biel, A. L.</td>
<td>394</td>
</tr>
<tr>
<td>Bigoness, William J.</td>
<td>475</td>
</tr>
<tr>
<td>Bilefsky, Dan</td>
<td>49</td>
</tr>
<tr>
<td>Bird, Larry</td>
<td>438</td>
</tr>
<tr>
<td>Bird, Robert</td>
<td>190</td>
</tr>
<tr>
<td>Birge, Gregory</td>
<td>392</td>
</tr>
<tr>
<td>Birkinshaw, Julian</td>
<td>133</td>
</tr>
<tr>
<td>Bjorke, Rune</td>
<td>430</td>
</tr>
<tr>
<td>Bjørn-Andersen, Niels</td>
<td>53</td>
</tr>
<tr>
<td>Black, J. Stewart</td>
<td>487, 489</td>
</tr>
<tr>
<td>Blackwell, Roger D.</td>
<td>112</td>
</tr>
<tr>
<td>Blair, Tony</td>
<td>165</td>
</tr>
<tr>
<td>Blakely, Gerald L.</td>
<td>475</td>
</tr>
<tr>
<td>Bleackley, Mark</td>
<td>317, 329</td>
</tr>
<tr>
<td>Bleakhorn, David L.</td>
<td>473</td>
</tr>
<tr>
<td>Bleeke, Joel</td>
<td>317, 328</td>
</tr>
<tr>
<td>Bleha, Thomas</td>
<td>42</td>
</tr>
<tr>
<td>Blodgett, Jeffrey G.</td>
<td>496</td>
</tr>
<tr>
<td>Bloom, Helen</td>
<td>581, 596</td>
</tr>
<tr>
<td>Boedecker, George</td>
<td>245</td>
</tr>
<tr>
<td>Boersma, Mark</td>
<td>332, 436</td>
</tr>
<tr>
<td>Boggs, David J.</td>
<td>259</td>
</tr>
<tr>
<td>Bond, Michael H.</td>
<td>120, 140</td>
</tr>
<tr>
<td>Bork, Robert H.</td>
<td>180</td>
</tr>
<tr>
<td>Bose, Amit</td>
<td>104, 356</td>
</tr>
<tr>
<td>Bot, Bernard L.</td>
<td>509</td>
</tr>
<tr>
<td>Bottoli, Marcello</td>
<td>125</td>
</tr>
<tr>
<td>Boudette, Neal E.</td>
<td>168</td>
</tr>
<tr>
<td>Bowers, Barbara L.</td>
<td>419</td>
</tr>
<tr>
<td>Bowersox, Donald J.</td>
<td>500, 539</td>
</tr>
<tr>
<td>Bowie, David</td>
<td>372</td>
</tr>
<tr>
<td>Boya, U. O.</td>
<td>449, 464</td>
</tr>
<tr>
<td>Boyd, Douglas A.</td>
<td>464</td>
</tr>
<tr>
<td>Brabec-Letmathe, Peter</td>
<td>584</td>
</tr>
</tbody>
</table>
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 S., 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
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
Cleave, John, 440
Cleff, Thomas, 279
Clinton, Bill, 164
Close, David, 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
Cordeil, Victor V., 384, 394
Corder, C. K., 202
Corstjens, Marcel, 596
Cote, Joseph A., 112, 203
Cottarelli, Carlo, 68
Coulier, Robin A., 613
Coy, Peter, 78
Cragg, Wesley, 190
Craigm, 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
Cruzinger, Martin, 86
Cui, Anna Shaojie, 14
Cunningham, William H., 383
Curry, David J., 214
Curtis, James, 189
Cuzinkota, Michael A., 30
D
Daghar, Grace, 442
Dalgic, Tefik, 104
Dalay, Herman E., 19
Daneshvar, N., 288
D’Angelo, Paul, 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
Davis, Andrew, 464
Dawar, Niraj, 140, 232
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
De Carlo, James E., 497
De Carlo, Thomas E., 497
Degenholtz, Andrew, 5
De George, Richard T., 185
de Juan, Maria D., 629
Dekimp, Marnik G., 454, 525
de La Torre, José, 24
Deligoun, 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
Denzenhull, Eric, 462
Deshpandé, Rohit, 130, 131
Desiraju, Ramarao, 400, 425
Devlin, Godfrey, 317
Devol, Ross, 162
De Vries, Manfred F. R., 476
Dhebar, Anirudh, 377
Dholakia, Nikhil, 5, 519
Diamantopoulos, Adamantios, 384, 573
Diamond, Jared, 114
Diana, Tom, 144, 573
Di Benedetto, C. Anthony, 357
Dibrell, Clay, 13
Dickinson, Q. Todd, 178
Dodd, Jonathan, 207, 657
Doh, Jonathan P., 156, 190
Doran, Michael, 674
Doke, Dee Dee, 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, 216, 216, 219, 222, 367, 394
Doukas, John A., 59
Dovens, Ben, 263
Downer, Clare, 660
Doyez, Yves L., 269, 351, 352
Dranove, David, 323
Drucker, Peter F., 13, 499, 653
Duarte, Deborah L., 357, 596
Duarte, Fernanda, 171
Dubé, Laëtitia, 385, 394
Dubinsky, Alan J., 472, 480–81
Duh, 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
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
Kakatos, Nikolaos, 573
Kalakota, Ravi, 52
Kalish, Shlomo, 357
Kalliny, Morris, 442
Kamakura, Wagner A., 222
Kamath, John-Paul, 566
Kane, Yuari Iwata, 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., 500, 596
Kastikeas, Constantine S., 573, 574, 644, 657
Katahira, Hotaka, 214
Katsikeas, 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
Kinneer, Thomas C., 201
Kinneer, Kevin D., 492
Kirby, Susan L., 497
Kirpalani, V. H., 438, 464
Kirtin, John, 191
Kitchen, Philip J., 458
Kivela, Alan, 522
Kiyak, Tunga, 563
Klasorin, Ted, 144
Kleimenhagen, Arno, 190
Kleinschmidt, E. J., 357
Klein, Jill Gabrielle, 367
Klein, Lawrence, 85
Klein, Lisa R., 253, 464, 629, 658
Klevorick, Alvin K., 30
Kline, Saul, 468
Klump, Andy, 289
Knetter, Michael M., 407, 408
Knight, Gary A., 60, 542
Knoep, 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, 68, 125
Kotabe, Masaaki, 12, 13, 68, 125
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
Kuchar, Eckhard, 416–17, 425
Kumar, Nirmalya, 527
Kumar, Vikas, 195, 212, 220, 293, 329
Kun-yao, Lee, 326
Kurosawa, Fumiko, 512
Kusten, Steven, 674

L
Labatt-Randle, Jacqui, 234
Laffey, A. G., 595
Lages, Carmen, 573
Lages, Luis Filipe, 573
Lanctot, Aldor, 264
Lan, Henry W., 474, 475
Lan, 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., 113, 140
Liu, Sandra S., 25
Liu, Lucy, 440
Lilien, G. L., 454
Liesch, Peter W., 542
Lieberman, Martin B., 260
Lieb, Robert, 539
Liang, Neng, 560
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
Lilien, G. L., 454
Lynch, Patrick D., 634
Lusch, Robert F., 158
Luo, Yadong, 298, 310, 329
Luo, Long-Chuan, 496
Luyer, David, 402
Luna, David, 629
Lunardini, Fernando, 614
Luo, Xueming, 25
Luo, Yading, 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
Mahrur, Lynette Knowles, 539
Majkgid, 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, Ika, 539
Mathur, Sameer, 615
Mauborgne, René A., 591
Mavondo, Felix T., 497
Molin, 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, 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., 315, 516
Murray, Janet Y., 13, 520
Murphy, Robert N., 282
Myers, John G., 430
Myers, Matthew B., 566, 574

N
Nachum, Lilach, 20
Nacif, Ercan, 497
Nagai, Hirohsa, 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
Neelankaval, James P., 130
Nelson, Emily, 526
Nelson, Richard Alan, 459
Nelson, Richard R., 30
Neuuijen, Bram, 473
New, William, 180
Newkirk, David, 436
Newman, Karen L., 476
Newmann, Lawrence, 276
Nichols, Ernest L., Jr., 539
Nickerson, Jack A., 520
Nicolaud, B., 386
Nierop, Tom, 163
Niiro, Katsuhiro, 169
Nijssen, Edwin J., 367, 369, 394
Nil, 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
Obama, Barack, 313
O'Boyle, Thomas F., 489
OcI, Nadine, 671
Oddou, Gary, 489
Ogden, John F., 512
O'Hara, B., 454, 464
Ohayv, Denise Daval, 473
Ohmae, Kenichi, 38, 270
Ohnuki-Tierny, Emiko, 241
Ojendal, Joakim, 65
Okazaki, Shintaro, 638, 657
Okorofo, Sam C., 155, 293
Oskenberg, Michael, 380
Oloruntoba, Richard, 539
Omidyar, Pierre, 635
O'Neill, Jim, 598, 599
Onkvist, Sak, 150
Onzo, Naoto, 203, 502
Ostincelli, Massimiliano, 637
Ostland, Gregory, 329
Owen, Michael, 440
Oxley, Martin, 239
Ozer, Muammer, 642
Ozsomer, Ayseg, 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
Penhiri, Jacques, 287
Penttinen, Risto, 586, 596
Peracchio, Laura A., 629
Perdue, Jeanne M., 153
Perez, Javier, 307
Pet, Timothy L., 13
Philippe, Laurent, 288
Phillips, Adam, 425
Piers, John, 224
Ping, Lu, 461
Pitt, Leyland, 644, 657, 658
Plummer, Joseph T., 464
Pogliano, Rosemary, 430
Pons, Frank, 438, 464
Porntipakpan, Chanthika, 471
Porter, Lyman W., 489
Porter, Michael E., 20, 41, 229, 254, 258, 259, 273, 322
Potter, Pitman B., 380
Powell, Bill, 47
Prahalad, 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
Qingzhou, Zong, 309
Quinn, John Paul, 95, 131

R
Rabinow, Samuel, 425
Rajaratnam, Daniel, 79, 408, 520
Raju, P. S., 104, 105
Ramparasad, 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 Lanks, 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
Rijkmans, Rein, 439, 464
Riku, Laanti, 289
Rindfleisch, Arie, 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, Anna, 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
Rouizes, 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
Rybin, 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
Samice, Seeed, 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
Schrootin, 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, 643, 658
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
<table>
<thead>
<tr>
<th>Author</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weimer, De'Ann</td>
<td>78</td>
</tr>
<tr>
<td>Weinstein, Fannie</td>
<td>269</td>
</tr>
<tr>
<td>Weinstein, Robert I.</td>
<td>469</td>
</tr>
<tr>
<td>Weir, David</td>
<td>169</td>
</tr>
<tr>
<td>Weiss, Stephen E.</td>
<td>483, 485</td>
</tr>
<tr>
<td>Weitz, Barton A.</td>
<td>480</td>
</tr>
<tr>
<td>Welch, Brooke</td>
<td>179</td>
</tr>
<tr>
<td>Welch, Jack</td>
<td>487</td>
</tr>
<tr>
<td>Wells, Louis T., Jr.</td>
<td>29, 589</td>
</tr>
<tr>
<td>Welzel, Christian</td>
<td>124</td>
</tr>
<tr>
<td>Werner, Steve</td>
<td>298</td>
</tr>
<tr>
<td>Wesberg, Nancy R.</td>
<td>179</td>
</tr>
<tr>
<td>Wheiler, Kent W.</td>
<td>180</td>
</tr>
<tr>
<td>Whinston, Andrew B.</td>
<td>52</td>
</tr>
<tr>
<td>Whitlock, Joseph P.,</td>
<td>55, 56</td>
</tr>
<tr>
<td>Whitlow, S. Scott</td>
<td>464</td>
</tr>
<tr>
<td>Whitman, Meg</td>
<td>635, 655</td>
</tr>
<tr>
<td>Wickremeratne, Lakshman Y.</td>
<td>552</td>
</tr>
<tr>
<td>Wiese, Carsten</td>
<td>417, 425</td>
</tr>
<tr>
<td>Wigand, Rolf T.</td>
<td>53</td>
</tr>
<tr>
<td>Wilkinson, Timothy J.</td>
<td>11</td>
</tr>
<tr>
<td>Williams, J. D.</td>
<td>454</td>
</tr>
<tr>
<td>Williams, S. C.</td>
<td>199, 200, 220</td>
</tr>
<tr>
<td>Williamson, Nicholas C.</td>
<td>469</td>
</tr>
<tr>
<td>Williamson, Oliver E.,</td>
<td>30</td>
</tr>
<tr>
<td>Williamson, Peter</td>
<td>351, 352, 608, 625</td>
</tr>
<tr>
<td>Wilson, Diane D.</td>
<td>648</td>
</tr>
<tr>
<td>Wind, Yoram</td>
<td>222, 357, 560</td>
</tr>
<tr>
<td>Winter, Sidney G.</td>
<td>30</td>
</tr>
<tr>
<td>Wirtz, Peter</td>
<td>679</td>
</tr>
<tr>
<td>Witcher, Karene</td>
<td>92</td>
</tr>
<tr>
<td>Witkowski, Terrence H.,</td>
<td>188, 191</td>
</tr>
<tr>
<td>Woetzel, Jonathan R.,</td>
<td>307</td>
</tr>
<tr>
<td>Wood, Van R.</td>
<td>383</td>
</tr>
<tr>
<td>Woods, William T.</td>
<td>148</td>
</tr>
<tr>
<td>Woof, William</td>
<td>190</td>
</tr>
<tr>
<td>Xenias, Anastasia</td>
<td>264</td>
</tr>
<tr>
<td>Yacoub, Max</td>
<td>289</td>
</tr>
<tr>
<td>Yagi, Shigeru</td>
<td>214</td>
</tr>
<tr>
<td>Yang, Jerry</td>
<td>655</td>
</tr>
<tr>
<td>Yardley, Jim</td>
<td>148</td>
</tr>
<tr>
<td>Ye, Helen</td>
<td>660</td>
</tr>
<tr>
<td>Yeniyurt, Sengun</td>
<td>289</td>
</tr>
<tr>
<td>Yi Chen, Cathy</td>
<td>383</td>
</tr>
<tr>
<td>Yin, Chi Kin</td>
<td>614</td>
</tr>
<tr>
<td>Yin, Eden</td>
<td>343, 357</td>
</tr>
<tr>
<td>Yip, George S.</td>
<td>133, 228, 256, 266, 289, 394</td>
</tr>
<tr>
<td>Young, Robert B.</td>
<td>220</td>
</tr>
<tr>
<td>You Nuo</td>
<td>281</td>
</tr>
<tr>
<td>Yu, Zhu Fang</td>
<td>438</td>
</tr>
<tr>
<td>Yukl, G.</td>
<td>411</td>
</tr>
<tr>
<td>Yves, Forestier</td>
<td>94</td>
</tr>
<tr>
<td>Zadeh, Lofti A.</td>
<td>275</td>
</tr>
<tr>
<td>Zaklama, Loula</td>
<td>398</td>
</tr>
<tr>
<td>Zeile, William J.</td>
<td>13</td>
</tr>
<tr>
<td>Zeng, Ming</td>
<td>608, 625</td>
</tr>
<tr>
<td>Zhang, Dan</td>
<td>674, 679, 685</td>
</tr>
<tr>
<td>Zhang, Xuan</td>
<td>660</td>
</tr>
<tr>
<td>Zhang, Yong</td>
<td>130</td>
</tr>
<tr>
<td>Zhang, Z. John</td>
<td>401</td>
</tr>
<tr>
<td>Zhao, Hongxin</td>
<td>269, 298</td>
</tr>
<tr>
<td>Zhao, Yuzhen Lisa</td>
<td>357</td>
</tr>
<tr>
<td>Zhou, Dongsheng</td>
<td>401</td>
</tr>
<tr>
<td>Zhou, Hao</td>
<td>143</td>
</tr>
<tr>
<td>Zhou, Lianxi</td>
<td>438, 464</td>
</tr>
<tr>
<td>Zollick, Robert E.,</td>
<td>64</td>
</tr>
<tr>
<td>Zou, Shaoming</td>
<td>18, 140, 254, 289</td>
</tr>
<tr>
<td>Zoubir, Yahir H.</td>
<td>497</td>
</tr>
<tr>
<td>Zysman, John</td>
<td>83, 514</td>
</tr>
</tbody>
</table>
### 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
- Aleo, 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
- 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, 605
- 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
- Bottomdollarama.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
- Calty 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
in Japan, 331, 545
product invention, 334
Volkswagen joint venture, 308
Volvo and, 499
Fox Television, 153
Friends of the Earth, 157
Fox Television, 153
Friends of the Earth, 157
Friendster, 260
Fuji, 278, 286, 528
Fujitsu, 4, 20

G
Gateway, 6gp, 319, 323, 514, 632–33
Geely, 378, 379
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
GlanxSmithKline (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, 157
Grey Worldwide, 461
Grolsch, 293
Grupo Hermès, 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
IBM, 3–4, 8, 282, 307, 519, 578, 594, 604,
607, 629
AirTel and, 608
Lenovo and, 221, 314gp, 372,
888
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
<table>
<thead>
<tr>
<th>Company</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPMG</td>
<td>307</td>
</tr>
<tr>
<td>Kraft Foods</td>
<td>431e</td>
</tr>
<tr>
<td>cultural adaptation by</td>
<td>125</td>
</tr>
<tr>
<td>Oreo cookies in China</td>
<td>192, 192e</td>
</tr>
<tr>
<td>Kraft General Foods Europe (KGFE)</td>
<td>588</td>
</tr>
<tr>
<td>Krispy Kreme</td>
<td>127</td>
</tr>
<tr>
<td>Kuwait Petroleum Corp. (KPC)</td>
<td>153</td>
</tr>
<tr>
<td><strong>L</strong></td>
<td></td>
</tr>
<tr>
<td>Labatt International</td>
<td>278</td>
</tr>
<tr>
<td>Lancôme</td>
<td>258</td>
</tr>
<tr>
<td>Land Rover</td>
<td>239–40, 392, 403, 604</td>
</tr>
<tr>
<td>Lands' End</td>
<td>532gp</td>
</tr>
<tr>
<td>LaPebbles.com</td>
<td>8</td>
</tr>
<tr>
<td>Lawson</td>
<td>541</td>
</tr>
<tr>
<td>Lee and Dan</td>
<td>656</td>
</tr>
<tr>
<td>LEGO</td>
<td>305, 403</td>
</tr>
<tr>
<td>Lenzo</td>
<td>258</td>
</tr>
<tr>
<td>Land Rover</td>
<td>239–40, 392, 403, 604</td>
</tr>
<tr>
<td>Lands' End</td>
<td>532gp</td>
</tr>
<tr>
<td>Lawton</td>
<td>541</td>
</tr>
<tr>
<td>Lee and Dan</td>
<td>656</td>
</tr>
<tr>
<td>LEGO</td>
<td>305, 403</td>
</tr>
<tr>
<td>Levis</td>
<td>369</td>
</tr>
<tr>
<td>LeviLink</td>
<td>250</td>
</tr>
<tr>
<td>new products</td>
<td>345</td>
</tr>
<tr>
<td>Li Ning</td>
<td>606–7</td>
</tr>
<tr>
<td>Lipton tea</td>
<td>648, 649gp</td>
</tr>
<tr>
<td>Listerine</td>
<td>532gp</td>
</tr>
<tr>
<td>Liushen</td>
<td>258</td>
</tr>
<tr>
<td>Liz Claiborne</td>
<td>173</td>
</tr>
<tr>
<td>L’Oréal</td>
<td>200, 322, 364, 431, 431e</td>
</tr>
<tr>
<td>marketing research in China</td>
<td>201gp</td>
</tr>
<tr>
<td>Mininurse case study</td>
<td>393</td>
</tr>
<tr>
<td>resource allocation</td>
<td>433e, 434</td>
</tr>
<tr>
<td>Lotte Co.</td>
<td>302</td>
</tr>
<tr>
<td>Louis Vuitton</td>
<td>122, 244, 417</td>
</tr>
<tr>
<td>Lufthansa</td>
<td>156</td>
</tr>
<tr>
<td>LVMH</td>
<td>232, 381–82</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td></td>
</tr>
<tr>
<td>Magnavox</td>
<td>30</td>
</tr>
<tr>
<td>Mahindra &amp; Mahindra</td>
<td>279</td>
</tr>
<tr>
<td>Mailboxes Etc.,</td>
<td>303e</td>
</tr>
<tr>
<td>Makita</td>
<td>262</td>
</tr>
<tr>
<td>Makro</td>
<td>388</td>
</tr>
<tr>
<td>Mark</td>
<td>530</td>
</tr>
<tr>
<td>Marks &amp; Spencer</td>
<td>530</td>
</tr>
<tr>
<td>Marlboro</td>
<td>349, 364</td>
</tr>
<tr>
<td>Mars candy</td>
<td>108, 338</td>
</tr>
<tr>
<td>Maxam</td>
<td>258</td>
</tr>
<tr>
<td>Maxam, 258</td>
<td></td>
</tr>
<tr>
<td>Maxfactor, 258</td>
<td></td>
</tr>
<tr>
<td>Maxin’s 311gp</td>
<td></td>
</tr>
<tr>
<td>Maxtor, 265, 509</td>
<td></td>
</tr>
<tr>
<td>Maytag Corp., 366</td>
<td></td>
</tr>
<tr>
<td>Mazda, 6, 9</td>
<td></td>
</tr>
<tr>
<td>McBride, 527</td>
<td></td>
</tr>
<tr>
<td>McDonald’s, 282, 321, 323, 349, 362, 364, 366, 388, 397, 448, 603</td>
<td></td>
</tr>
<tr>
<td>advertising in India</td>
<td>438</td>
</tr>
<tr>
<td>Big Mac Index</td>
<td>74–75, 75e</td>
</tr>
<tr>
<td>in Brazil</td>
<td>404</td>
</tr>
<tr>
<td>China case study</td>
<td>327</td>
</tr>
<tr>
<td>delivery service</td>
<td>129</td>
</tr>
<tr>
<td>“Hamburger University,” 586</td>
<td></td>
</tr>
<tr>
<td>in Hong Kong, 129e</td>
<td></td>
</tr>
<tr>
<td>“I’m Lovin’ It” menu case study</td>
<td>24</td>
</tr>
<tr>
<td>local community support</td>
<td>New Zealand, 242e</td>
</tr>
<tr>
<td>local roots</td>
<td>241</td>
</tr>
<tr>
<td>Lost Ring campaign</td>
<td>210, 211e</td>
</tr>
<tr>
<td>McCafé</td>
<td>348</td>
</tr>
<tr>
<td>McCountry case study</td>
<td>190</td>
</tr>
<tr>
<td>multinational product lines</td>
<td>374, 375e</td>
</tr>
<tr>
<td>in Russia</td>
<td>403, 597</td>
</tr>
<tr>
<td>strategic marketing planning</td>
<td>577</td>
</tr>
<tr>
<td>McDonnell-Douglas</td>
<td>148</td>
</tr>
<tr>
<td>McLhenny</td>
<td>118, 223</td>
</tr>
<tr>
<td>McKinsey consultants</td>
<td>311, 317, 592, 613</td>
</tr>
<tr>
<td>Mecca Cola</td>
<td>367</td>
</tr>
<tr>
<td>Meiji Milk</td>
<td>302gp</td>
</tr>
<tr>
<td>Mercedes-Benz</td>
<td>147, 465, 545, 563</td>
</tr>
<tr>
<td>Merck</td>
<td></td>
</tr>
<tr>
<td>case study</td>
<td>572</td>
</tr>
<tr>
<td>currency hedging</td>
<td>78</td>
</tr>
<tr>
<td>global marketing problems</td>
<td>269</td>
</tr>
<tr>
<td>MetLife</td>
<td>294–95</td>
</tr>
<tr>
<td>Metro Group</td>
<td>128, 251, 532gp, 537</td>
</tr>
<tr>
<td>MGA Entertainment</td>
<td>139</td>
</tr>
<tr>
<td>MGM</td>
<td>83</td>
</tr>
<tr>
<td>Michelin</td>
<td>97, 278, 581</td>
</tr>
<tr>
<td>Microsoft, 4, 6gp, 228–29, 265, 305, 324, 343, 443, 519, 604, 631</td>
<td></td>
</tr>
<tr>
<td>code unbundling in Europe, 182</td>
<td></td>
</tr>
<tr>
<td>fighting product piracy</td>
<td>381–82, 399</td>
</tr>
<tr>
<td>global dominance battle</td>
<td>277gp</td>
</tr>
<tr>
<td>Nikon cross-patent agreement</td>
<td>301</td>
</tr>
<tr>
<td>online customer education</td>
<td>251</td>
</tr>
<tr>
<td>outsourcing</td>
<td>520</td>
</tr>
<tr>
<td>pricing</td>
<td>399, 414</td>
</tr>
<tr>
<td>standards</td>
<td>259</td>
</tr>
<tr>
<td>Xbox</td>
<td>318, 349</td>
</tr>
<tr>
<td>Midea</td>
<td>303e</td>
</tr>
<tr>
<td>Milward Brown</td>
<td>362</td>
</tr>
<tr>
<td>Mininurse</td>
<td>393</td>
</tr>
<tr>
<td>Mintel International</td>
<td>345</td>
</tr>
<tr>
<td>Mitsubishi Heavy Industries, 18, 37, 63, 275</td>
<td></td>
</tr>
<tr>
<td>Mittal Steel</td>
<td>1</td>
</tr>
<tr>
<td>Morgan Stanley Dean Witter</td>
<td>122</td>
</tr>
<tr>
<td>Motorola</td>
<td>308, 326, 434, 473, 563</td>
</tr>
<tr>
<td>Mövenpick</td>
<td>9</td>
</tr>
<tr>
<td>Mrs. Fields</td>
<td>303e</td>
</tr>
<tr>
<td>MSN</td>
<td>604</td>
</tr>
<tr>
<td>MTV</td>
<td>4, 443</td>
</tr>
<tr>
<td>Mysimon.com</td>
<td>565</td>
</tr>
<tr>
<td>MySpace</td>
<td>604</td>
</tr>
<tr>
<td>China case study</td>
<td>656–57</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td></td>
</tr>
<tr>
<td>Napex Corporation</td>
<td>425</td>
</tr>
<tr>
<td>National Small Business United</td>
<td>60</td>
</tr>
<tr>
<td>Naxos</td>
<td>173</td>
</tr>
<tr>
<td>NBC, 1</td>
<td></td>
</tr>
<tr>
<td>bargaining power</td>
<td>269</td>
</tr>
<tr>
<td>brand architecture</td>
<td>369, 369e</td>
</tr>
<tr>
<td>brand champion</td>
<td>587</td>
</tr>
<tr>
<td>centralized decisions</td>
<td>258</td>
</tr>
<tr>
<td>cluster analysis</td>
<td>224e, 247e</td>
</tr>
<tr>
<td>concept cooperation advertising approach</td>
<td>440</td>
</tr>
<tr>
<td>General Mills joint venture</td>
<td>316</td>
</tr>
<tr>
<td>multinational product lines</td>
<td>374–75, 376e</td>
</tr>
<tr>
<td>organizational structure</td>
<td>584e</td>
</tr>
<tr>
<td>price spectrum</td>
<td>376</td>
</tr>
<tr>
<td>segmentation/positioning</td>
<td>225e, 226–27</td>
</tr>
<tr>
<td>target marketing</td>
<td>214</td>
</tr>
<tr>
<td>New Balance, knockoffs case study</td>
<td>391</td>
</tr>
<tr>
<td>Nike</td>
<td>3–4, 9, 27, 241, 364, 452, 505, 642</td>
</tr>
<tr>
<td>“Just Do It” brand</td>
<td>240</td>
</tr>
<tr>
<td>working environment</td>
<td>516gp</td>
</tr>
<tr>
<td>Nikon</td>
<td>301</td>
</tr>
<tr>
<td>Nintendo</td>
<td>277gp</td>
</tr>
<tr>
<td>Nissan Motor Corp., 4, 37, 63, 147, 295, 431e, 514</td>
<td></td>
</tr>
<tr>
<td>fuzzy logic and</td>
<td>275</td>
</tr>
<tr>
<td>Infiniti in Europe case study</td>
<td>355</td>
</tr>
<tr>
<td>shift advertising campaign</td>
<td>435gp</td>
</tr>
<tr>
<td>Nivea</td>
<td>639e–641e</td>
</tr>
<tr>
<td>Nokia</td>
<td>9, 20, 53, 241, 319, 322, 368, 517gp, 608, 620</td>
</tr>
<tr>
<td>brand forum</td>
<td>440</td>
</tr>
<tr>
<td>in China, 44–45</td>
<td></td>
</tr>
<tr>
<td>emerging market project strategy</td>
<td>613, 614gp</td>
</tr>
<tr>
<td>ethnographic research</td>
<td>206, 206gp</td>
</tr>
<tr>
<td>global development</td>
<td>351</td>
</tr>
</tbody>
</table>
Company Index

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
Om, 615
Oracle Corporation, 324, 514, 519, 581
global equivalent name, 110
Internet marketing, 110
regional teams by language, 110
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., 175
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, 441
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, 377
outplacement firm hired by, 492
Philips, 8, 30, 517, 584
organizational design, 585
PROTECT system, 549–50
Whirlpool and, 371, 372
Pioneer Standard, 511
Pizza Hut, 237, 319, 327, 419, 455
Pocari Sweat, 366
Pollo Campero, 9
Pollo Ralph Lauren, 455
Ponderosa, 303e
Population Services International (PSI), 126–127
Prada, 244
ProChile, 386
advertising blunder, 426–27
advertising spending compared to Unilever, 432
in Asia, 291
in Australia, 331
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, 118–19
McVan model, 617–18
multinational product lines, 374, 375
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, 433, 434
in Russia, 415–16
SK-II case study, 461–62
torch relay sponsorship case study, 462–63
vitamin-fortified beverages, 345
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, 431
Red Bull, 11, 238, 238
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
Rioc, 264, 279, 435
Rittmuller, 606
Roche, 174
Rolex, 362, 545
Rolls Royce, 378, 379
Royal Ahold, 132
S
Saatchi & Saatchi, 11
SABMiller, 228, 233, 234, 604
Safaricom, 605, 605
Salem, 364
Samsung, 125
Samsung Electronics, 1–3, 8, 313, 317, 320, 391, 452, 462
Sanlu, milk crisis case study, 327–28
Sanyo, 30, 528
SAP, 519, 533
Sara Lee, 313
Sarft, 446
Schick, 119
Sewin, 305–6
Seagate Western Digital, 265
Seagram UK, 386
Sears, Roebuck & Co., 529
Seawind International, 559
Seibu, 532
Seiko, 273, 565
Seiyu, 532
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., 134
Shinsegae, 320
Shiseido, 382
Shopguide.co, 644
Siemens, 241, 253, 409, 454, 594
BenQ acquiring case study, 326
fax technology, 279
mobile trade show, 455
Sina, 252
Sinopec, 7
Sir Speedy, 303
Skoda, 385
Slim-Fast, 333
SMH International, 439
SmithKline Beecham, 510
SM Mall of Asia, 602
Snapple, 438
SoftBank, 23
Sohu, 252
Sony, 3–4, 8, 30, 83, 139, 241, 305–7, 431
copyrights and, 176
drool campaign, 457–58
first-mover advantage, 260
fuzzy logic and, 275
global dominance battle, 277
gray market case study, 572–73
Japan export control, 166
microprocessor, 259
miniaturization and, 14
“My First Sony” brand, 240
Playstation, 349, 350
Southland Corporation, 530
SsangYong, 63
Stanford Business School, 592
Star Alliance, One World, 389
Starbucks, 3, 309, 321, 642
in China, 311
fighting product piracy, 380–81
partner criteria, 310
pricing, 398
trendy customers, 89
StarMedia Network, 177
Star TV, 249, 443, 453
Stolichnaya, 418
Strategy Research Corporation, 233
Subway, 303
Sun Microsystems, 434
Suzuki, 63, 155, 286, 342
Swatch, 364
transfer pricing case study, 424
Swedish Tobacco Co., 447
SYSTRAN, 628
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, 320, 385, 527, 534
Texas Instruments, 12
TGI Fridays, 477
3Com, 313
3M, 563, 581
Timberland, 241
Time Warner, Inc., 182, 263, 431
TNT, 443, 510, 534
Toei, 127
Ton Yi Industrial, 466
Toshiba, 3, 4, 109, 510
Tower Records, 530, 532
Toyota, 3, 9, 37–38, 63, 151, 260, 295, 383, 431, 431
advertising errors, 429
advertising violations, 445–46
in China, 193–94
Europe case study, 355
General Motors joint venture, 316
hands-on research, 218
Lexus, 318
product design families, 274
profits, 66
sourcing strategy, 512
Toys R Us, 250, 388, 530, 532
Translation Services USA, 628
TTK, 300
Tupperware, 487
Twitter, 582
UBS, 239, 240, 243
Ugg boots, 245
Uniglobe Travel, 303
Unilever, 308, 363, 366, 368, 422, 431, 431, 446, 455, 578
advertising spending compared to
Proctor & Gamble, 432
Axe products, 228
executive performance, 591
in India, 282, 427
insurance companies and, 230
local customs and, 128
multi-local multinational, 583
“One Unilever” plan, 257
packaging, 91
product targeting, 92
Project Shakii, 617–18, 617
resource allocation, 433, 434
“Ugly Wude” advertising in
China, 456
viral marketing, 456
Union Carbide, 170
Unisys, 451
United Distillers, 398
UPS, 115, 505, 509–10, 510
USAID, 631
Vaillant, 339
Victoria’s Secret, 53
Virginia Slims, 239
Virgin Megastores, 532
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
spoo advert, 652, 656–57
viral marketing, 456
Volvo, 151, 250, 260, 287, 499
Von Zipper, 20
Wahaha Group, 308, 309, 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, 320
in Germany, 128
international expansion timeline, 318, 318
in Japan, 526, 532
online sales, 251–52
pull-out, Indonesia, 90
revenues, 525–26
suppliers, 529
Trust-Mart, 281–82
Warner Lambert, 439
Wasa Biscuits, 60
Watson’s, 451
Weaver Popcorn Co., 8
Weight Watchers, 366
Werkraft, 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