
SUBJECT INDEX

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

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

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

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

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

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

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

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

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

H
 Hallmark branding, 367
 Harare Protocol, 178
 Hard levers, 592
 HDI. *See* Human Development Index
 Hierarchy culture, 131
 High context cultures, 119
 High-value industries, 27gp
 HIV/AIDS, 71, 126gp–127gp, 174
 Hofstede’s classification scheme, 119–22, 472, 475
 Hollow corporations, 515

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

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

K

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

L

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

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

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

M

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

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

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

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

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

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

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

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

V

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

W

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

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

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

Y

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

AUTHOR INDEX

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

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

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

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

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

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

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

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

COMPANY INDEX

A

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

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

B

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

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

C

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

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

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

G

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

H

Häagen-Dazs, 398
 Haier, 1

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

I

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

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

J

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

K

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

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

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

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

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

X

Xerox, 97, 134, 265, 435

Xiaonei, 656
Xingbake, 381

Y

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

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

Z

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