Contents

Acknowledgements — V
Advance praise — VII
About the author — IX
Preface — XIX

Chapter 1
Scope and challenges of international marketing — 1
  Introduction — 1
  Globalization – meaning and development — 1
    Definition and a short history of globalization — 1
    Dimensions of globalization — 3
    Benefits and drawbacks of globalization — 4
  Distinguishing globalization from internationalization — 5
  From sustainability to corporate social responsibility — 6
    Development and meaning of sustainability — 6
    The UN Sustainable Development Goals — 8
    Sustainable development in world regions — 11
    Sustainable development in Europe and Germany — 13
  Corporate social responsibility — 13
  The development of marketing and international marketing — 14
    Marketing and sustainable marketing — 14
    International marketing — 18
    The dilemma: standardization versus adaptation — 19
  Digitalization in international marketing — 20

Chapter 2
Assessment and selection of international markets — 25
  Introduction — 25
  The decision of a company to internationalize — 25
    Strategic considerations — 25
    From corporate mission to corporate purpose — 26
    The integration-responsiveness framework — 27
    The AAA framework — 28
    Motivations for internationalization — 29
  Development stages of countries — 32
    Marketing in industrialized, developing and emerging countries — 33
  The ethical and social responsibility of marketing — 35
Chapter 3

Consumer behavior in international markets — 43

Introduction — 43

International consumer behavior — 43

Factors influencing international consumer behavior — 43

Measuring culture-specific behavior — 45

Universal and culture-specific consumption patterns — 46

Global brand characteristics — 47

Consumer behavior and sustainability — 48

Sustainable consumption and production — 48

Addictive consumption — 51

Attitude-behavior gap — 52

Labeling and nudging — 55

The impact of culture on sustainability — 58

Consumer behavior in the digital age — 59

Digital behavior and consumption — 59

The impact of social media on consumer behavior — 61

The digital divide — 62

Chapter 4

International marketing research — 65

Introduction — 65

Researching international markets — 65

Nature and types of marketing research — 65

Sources and use of secondary data — 66

Collecting primary data — 70

Challenges in international marketing research — 74

Global marketing research institutions — 76

Digital trends in marketing research — 78

Marketing information systems/dashboards — 78

Research using the internet and social media — 78

Big data, ERP and CRM — 81

Blockchain technology — 82

Data protection — 84

Collecting customer data online — 84

International data protection — 85
Chapter 5
Segmentation, targeting and positioning —— 87
  Introduction —— 87
  Segmentation in international marketing —— 87
Targeting —— 92
  Target groups and personas —— 93
  Segmentation and targeting with social media —— 94
  Google Analytics —— 96
  Current issues with social media targeting —— 100
Differentiation —— 104
Positioning —— 105
Sustainable consumers —— 107
  Typology of consumer awareness in relation to sustainable consumption —— 107
  LOHAS —— 109
  Comparing reasons for purchasing sustainable products in six countries —— 110

Chapter 6
Foreign operation modes —— 113
  Introduction —— 113
  The choice of entry modes —— 113
    Strategic fit and motivation for international expansion —— 113
    Uppsala model and psychic distance —— 114
    The OLI framework —— 115
  Export —— 117
  Licensing and franchising —— 123
    Licensing —— 123
    Franchising —— 124
  Joint ventures —— 126
  Foreign direct investment —— 129
  Impact of operation modes on sustainability —— 131
  Foreign operation modes in the digital age —— 133

Chapter 7
International product and service decisions —— 137
  Introduction —— 137
  International product decisions —— 137
    Standardization versus adaptation —— 137
    Product dimensions —— 139
    Strategic alternatives for international product planning —— 140
Brand/product portfolio —— 143
  Products versus brands —— 143
  International brand/product portfolios —— 143
  Country-of-origin effect —— 146
  Legal issues in international branding —— 147
  Blockchain – combat product piracy and monitor value chains —— 149
International product development —— 150
  The new product development process —— 150
  Timing of product launch: Sprinkler or waterfall strategy —— 153
  International product life cycle —— 154
Sustainable product development —— 156
  Design focusing on efficiency, recyclability, durability, decomposability —— 156
  Sustainable use of materials —— 158
  Sustainability labels —— 159
  Product use versus product ownership —— 160

Chapter 8
International pricing decisions —— 163
  Introduction —— 163
  Factors influencing international pricing —— 163
    The significance of price decisions in international marketing —— 163
    Internal factors —— 164
    Market factors —— 165
    Environmental factors —— 167
  Managerial issues —— 167
    Overview —— 167
    Transfer pricing —— 167
    Foreign exchange rates —— 168
    Parallel imports and gray markets —— 169
    Export price escalation —— 170
    Terms of payment —— 171
    Terms of delivery —— 172
    Countertrade —— 173
  Pricing strategies —— 175
    External costs, true costs and voluntary carbon offsets —— 176
    Pricing in the digital economy —— 178

Chapter 9
International distribution decisions —— 183
  Introduction —— 183
  Distribution in international markets —— 183
The nature of distribution — 183
Food retailing in Germany — 184
Food retailing in China and India — 185
Customer characteristics and competition — 187
Culture — 187
International retail types — 188
Channel design — 193
Market coverage — 194
Distribution levels and channels — 195
Channel functions — 197
Capital, cost, control and continuity — 198
Channel management — 199
Selecting channel partners — 199
Motivating channel partners — 199
Channel control — 200
Channel conflict — 200
Supply chain and logistics — 201
Physical distribution — 201
Transportation modes — 203
Reverse logistics — 203
Digital innovation in the distribution and retail sector — 204
Digital innovation in retail — 204
International m-commerce and s-commerce — 208

Chapter 10
International communication decisions — 209
Introduction — 209
International marketing communication — 209
Forms of marketing communication — 209
Integrating marketing communication — 210
Standardizing versus adaptation of advertising — 211
The development of international advertising — 215
Ad spending worldwide — 215
The process of developing advertising — 216
The customer journey — 219
International digital communication — 220
Digital communication forms — 220
Digital media types — 221
Developments in digital marketing communication — 223
Benefits of digital marketing communications — 223
Limitations of digital marketing communication — 224
The impact of legislation — 226
Societal, political and economic risks of social networks — 228
Digital Markets Act — 229
Communicating sustainable initiatives – pros and cons — 230

Chapter 11
International sales management — 233
Introduction — 233
Personal selling and sales management — 233
Selling as personal encounter between seller and buyer — 233
Organizational buyers — 234
Team selling and key account management — 235
The strategic/consultative sales model — 236
Transaction-oriented versus consultative selling — 236
Consultative strategic selling — 237
Requirements for international key account managers — 238
The negotiation process in an international context — 239
Sales force management — 241
Sales force automation — 243
Current trends in sales management — 245
Trend 1: Investing in future growth — 245
Trend 2: Finding growth in micromarkets — 245
Trend 3: Capturing value from big data and advanced analytics — 246
Trend 4: Outsourcing the sales function — 246
Trend 5: Understanding social selling — 246
Trend 6: Collaborating more closely with marketing — 246
Trend 7: Adopting automation and artificial intelligence — 247
Ethical issues – combat bribery — 247

Chapter 12
Organization, leadership and control in international marketing — 251
Introduction — 251
Classic organizational structures — 251
Development of organizational structures — 251
Export department and international division — 251
Geographical organizational structures — 252
Functional organizational structures — 253
Product structures — 254
Matrix structures — 255
Organizations with regional headquarters — 256
Relationships among subsidiaries and between the headquarters — 257
New organizational structures — 258
Transnational and network organizations —— 258
Project organizations and temporary cross-/country-function project teams —— 260
Agility and marketing —— 261
Leadership —— 262
  Diversity and female leadership —— 262
  Leadership for sustainability —— 264
  Implementation of sustainability in a company —— 265
  Stakeholder management —— 267
Planning, controlling and sustainability reporting —— 267
  Planning and controlling international marketing —— 267
Measuring sustainability —— 269
  CSR reporting and benchmarking —— 269

References —— 273

List of figures —— 295

List of tables —— 297

Index —— 299