

Convergence and Divergence: Developing a Semiglobal Marketing Strategy

Susan P. Douglas and C. Samuel Craig

ABSTRACT

Many markets are converging, as communications and logistic networks become more integrated and firms from all parts of the world are expanding operations on a global scale. At the same time, other markets are becoming more diverse, and marketers are increasingly encountering economic and cultural heterogeneity. The authors examine the implications of these trends and the extent to which they necessitate rethinking and refocusing global marketing strategy. First, they examine the perspective of global marketing strategy as an evolutionary process. Next, they divide markets into five major spheres, examining the economic and cultural diversity of markets in each. Next, they discuss the resultant need to develop and implement different strategies for markets in each of these spheres. Some conclusions are drawn relating to the difficulties involved in developing a coherent strategy in international markets. The authors advocate developing a semiglobal marketing strategy, which involves following different directions in different parts of the world, resulting in greater autonomy at the local level.

Keywords: global marketing strategy, emerging markets, economic and cultural diversity, country groupings

Globalization is widely viewed as one of, if not the, dominant imperative driving business strategy in the twenty-first century. As markets become increasingly integrated, more firms from all parts of the world are expanding operations on a global scale (Ghemawat 2007, 2010; Gupta, Govindarajan, and Wang 2008; Peng 2009). Furthermore, this trend is not confined to large multinational corporations (MNCs) but includes firms of all sizes, from medium-sized firms to entrepreneurial companies that can identify and satisfy needs of niche markets throughout the world (Knight and Cavusgil 2009). In the past, the internationalization trend was largely confined to firms from highly developed countries of the "industrial triad" (i.e., the United States, Europe, and Japan) with attention focused on

expansion in these areas. However, this emphasis has changed dramatically in recent years.

The plateauing of growth in the developed world has resulted in a costly battle for market share. Driven by a growth imperative and faced with slackening demand in traditional markets, firms have been compelled to increase promotional expenses and innovate (e.g., developing new products or product variants) to maintain market position. As a result, many firms are looking for new growth opportunities outside the developed world. These include both large emerging markets, such as India, China, and Brazil (Wilson and Purushothaman 2003), and second-tier emerging markets (referred to as the Next 11), such as Indonesia, Turkey, Egypt, Nigeria, Mexico, the Philippines and Vietnam—all of which have

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Manchester. School of Economic
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Strategic Marketing in Tourism Services Rodoula H. Tsiotso, Ronald E. Goldsmith, 2012-05-10 Focuses on marketing strategies implemented in tourism services firms and includes a collection of papers related to specific marketing strategies This title presents the application of specific marketing strategies such as experiential marketing branding target marketing relationship marketing and e marketing in tourism

Origin and Branding in International Market Entry Processes Silva, Carlos Francisco e, 2023-09-07 In today's globalized economy selecting the right entry strategy is critical for companies looking to expand into foreign markets This decision has a significant impact on a company's performance and its ability to collaborate with global supply chains Moreover with consumers becoming increasingly aware of the origins of products and brands it is essential for companies to use the origin as a means to add value to their offerings Edited by Dr Carlos Silva this book brings together global professionals and researchers who provide the latest empirical research findings and relevant theoretical frameworks on the subject spanning multiple industries Origin and Branding in International Market Entry Processes is targeted towards professionals and researchers working in the field of international management and business providing insights and support for executives concerned with market entry internationalization strategies destination and origin branding and brand expansion The book covers a range of topics including brand origin country of brand origin branding market entry process internationalization strategies place branding and digital places among others This book is an excellent resource for academics and professionals looking to understand the strategic role of brands and their origin in international market entry helping readers make informed decisions on market entry strategies and branding that will ultimately improve their performance and success in global markets

International Consumer Behavior in the 21st Century A. Coskun Samli, 2012-11-28 Over the past two decades the face of the world consumer has truly changed Goods are more available information about these goods is more open and accessible and the ability to buy these goods from any corner of the earth has become possible As a result international marketing is more important now than ever before In this book Josh Samli explores the challenges facing modern international marketers He explains what it is to have successful communication with the target market using social media to share consistent information about products and services communicating directly with culture driven consumers who already communicate online amongst themselves and with competitors and mastering people to people communication with both privileged and non privileged consumers Any company dealing with international marketing must learn how to handle these new challenges in order to survive in the 21st century

Business to Business Marketing Management Alan Zimmerman, Jim Blythe, 2013-04-12 This textbook covers all the aspects of B2B marketing any marketer needs be they student or professional It's the only textbook to do so from a global standpoint giving them the best possible perspective on a market that is often and more frequently conducted within a global environment This new edition has been completely rewritten and features expanded sections on globalisation and purchasing

plus brand new sections on social media marketing and sustainability *Global Marketing Management* Masaaki (Mike) Kotabe, Kristiaan Helsen, 2022-10-04 An indispensable resource for students of marketing management and international business In the newly revised ninth edition of *Global Marketing Management* a decorated team of international marketing professionals delivers an authoritative discussion of the realities of global marketing in today's economy and an insightful exploration of the future of marketing to an international audience You'll obtain an integrated understanding of marketing best practices on a global scale complete with relevant historical background and descriptions of current marketing environments The latest edition builds on four major structural changes to the global marketing environment growing anti globalization sentiment the growth of information technology tools the increasing demand for personalization and the environmental impact of business activity In depth case studies offer lively discussions of real world global marketing campaigns and are accessible online *Global Marketing Management* also provides Thoroughly updated examples and case studies with contemporary information An ongoing emphasis on the increased volatility and uncertainty of today's global markets Updated discussions of the balance to be struck between pursuing economies of scale and respecting unique cultural sensitivities New explorations of major global environmental and ethical issues New chapters on emerging markets internet marketing and corporate social responsibility *Documentation Abstracts*, 1997 **Convergence, Divergence and Changing Trade Patterns** Klaus Walde, 2014-01-15 **Globalization and the Convergence-divergence Debate. A Critical Insight Into David Murillo's Book "From Walmart to Al Qaeda"** Dejlja Hrnjadovic, 2016-04-08 Master's Thesis from the year 2015 in the subject Business economics Miscellaneous grade 1-7 European University Viadrina Frankfurt Oder course Marketing International Management language English abstract Significant transformations have shaped the world in recent years and the concept of globalization has become one of the most controversial issues Numerous studies have put their focus on the consequences of globalization on our lives However no agreement yet exists among scholars Guillen 2001 Speaking of globalization means understanding all its diverse dimensions and actors as well as discussing their transformative power In his recent book *From Walmart to Al Qaeda* Murillo 2015 offers a multidisciplinary approach considering all the structural elements such as cultural technological economic financial political and institutional ones that shape and at the same time are shaped by globalization By discussing the concept of globalization and its impact on each dimension various approaches are used for diagnosing the direction of change and perils as well as benefits In addition to that Murillo 2015 xiii suggests that the very complexity and scope of globalization means any discussion requires examination of the various schools of thought theories and approaches in order to gain a better understanding of the world Even though institutional theory is closely linked to the process of globalization and has been widely applied to diverse fields when analyzing the consequences of globalization this approach remains widely untouched in Murillo's 2015 book Institutional theory has gained significant importance in sociological research and has become a leading theoretical

foundation as there is an increased importance of understanding that countries differ in terms of institutions Diehl and McFarland 2010 1740 1741 As institutions are all around us Cornelissen Durand Fiss and Vaara 2015 10 they do not only form a

One World Emerging? Convergence And Divergence In Industrial Societies Alex Inkeles, 2019-12-06 In *One World Emerging* Alex Inkeles clarifies the meaning of convergence in the social organization of modern societies shows how it can be measured and illustrates in detail the manner and degree of convergence across national boundaries Inkeles assesses the extent to which convergence in institutional patterns is reflected in the emergence of more common attitudes values and daily behaviors in different national populations as individuals and communities engage with and respond to the standardizing pressures of national development and global modernization One popular image of the probable condition of humanity in the twenty first century anticipates a new Armageddon with all the great civilizations at war with each other This model neglects a less dramatic but deeper seated process of worldwide change in which national economic and political systems become more alike and populations worldwide come to adopt similar lifestyles and develop similar attitudes and values for daily living Alex Inkeles penetrating analysis focuses on this process of convergence In *One World Emerging* Inkeles clarifies the meaning of convergence in the social organization of modern societies shows how it can be measured and illustrates in detail the manner and degree of convergence across national boundaries Sensitive to evidence counter to the main trend he gives close attention to the many instances in which national differences persist and nations and their populations diverge from a common path At the national level he compares and contrasts the modernization of the United States Russia China and India Focusing on particularly important institutions he reviews the process of convergence in prestige hierarchies the family education and communications Capping the enterprise Inkeles assesses the extent to which convergence in institutional patterns is reflected in the emergence of more common attitudes values and daily behaviors in different national populations as individuals and communities in North America Europe and increasingly in Asia engage with and respond to the standardizing pressures of national development and global modernization

Convergence, Divergence and Change ... Wäldle, 1995 **Globalization in the Twenty-First Century** A. Hülsemeyer, 2003-04-15

Globalization in the Twenty First Century explores the degrees of convergence and or divergence attributed to the process of globalization Theoretical contributions to the globalization debate within International Political Economy are empirically evaluated covering different geographical parts of the world Central and Eastern Europe Latin America Malaysia and South Africa as well as particular issues of growing relevance such as the genome project The contributions are organised according to the three levels of analysis common in the social sciences

Divergence and Convergence Murali Patibandla, 2013 Literature in economic development shows how countries diverge and converge in economic growth owing to technological change and capital accumulation In this paper I examine micro level divergence and convergence of best practices of firms within a broadly defined industry Multinational investment in developing economies is one of the means of

technology flows globally If local firms have a critical level of capabilities and are able to compete with multinational firms this can lead to technological convergence and consequent economic growth I have reviewed pertinent literature I have empirically tested some of the underlying propositions with the case of rivalry between a local firm and a multinational firm in India s two wheeler industry The statistical exercise shows a process of convergence of practices of the two firms over a period of 15 years

Convergence and Divergence in Multinational Corporations Thomas W. Malnight,Reginald H. Jones Center for Management Policy, Strategy, and Organization,1996

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