


The United Nations, which represents almost every country in the world, has 190 members. However, Switzerland and Vatican City have chosen not to become members of the United Nations. Therefore, many people believe the number is 192. But not so fast...

Taiwan is considered an independent country, as it is by the *World Almanac and Book of Facts*, then there are 193 countries in the world.

Are there 193 sovereign nations in the world, 61 dependent areas, and six disputed territories when Coca Cola serves more than 210 countries.

Depending on your criteria and definition of a country, the current count can range anywhere from 190 to 266 or so




Dr. Paurav Shukla

Session Objectives

- The connection between the economic level of a country and the marketing task
- Marketing's contribution to the growth and development of a country's economy
- The growth of developing markets and their importance to regional trade
- The political and economic factors that affect stability of regional market groups

Stages of Economic Development

1. The Traditional Society
2. The Pre Conditions for Take-off
3. The Take-Off
4. The Drive to Maturity
5. The Age of High Mass Consumption

SOURCES: Walt W. Rostow, *The Stages of Economic Growth* 2d ed. (London: Cambridge University Press, 1971), p.10.

United Nations Economic Development System

- More-Developed Countries (MDC)**
- Less-Developed Countries (LDC)**
- Least-Developed Countries (LLDC)**



Exhibit 9.4 Market Indicators in Selected Countries

Country	Population (millions)	GDP* (per capita)	Cars (per 1000 people)	TVs (per 1000 people)	Personal Computers (per 1000 people)
United States	285.3	\$31,592	759	835	625
Argentina	37.5	7,468	181	326	91
Australia	19.4	24,203	601	731	516
Brazil	172.4	4,633	79	249	63
Canada	31.1	23,080	581	700	460
China	1,271.8	878	8	312	19
France	59.2	30,492	564	632	337
Germany	82.3	32,813	529	586	382
India	1,032.4	477	8	83	4
Indonesia	209.0	1,034	25	153	11
Italy	57.9	21,144	591	494	195
Japan	127.0	44,458	560	731	349
Kenya	30.7	325	13	26	6
South Korea	47.3	13,502	239	363	256
Mexico	99.4	3,739	151	283	69
Poland	38.6	3,716	286	401	85
South Africa	43.2	4,068	143	152	69
Spain	41.1	17,595	467	598	168
United Kingdom	58.8	22,592	424	950	366

*Constant 1995 dollars.
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Newly Industrialized Countries. Growth Factors

- Political Stability
- Economic, Political, and Legal Reforms
- Entrepreneurship
- Central Planning
- Outward Orientation
- Factors of Production
- Industries Targeted for Growth
- Financial Incentives
- Privatized State-Owned Enterprises
- Large, Accessible Markets
- Low Tariffs

Infrastructure of Selected Countries

Country	Roads (1000 km)	Vehicles (per 1000 people)	Rail Lines (km)	Electrical Power (kwh per capita)	Mobile Phones (per 1000 people)	Personal Computers (per 1000 people)
United States	6,304	759	160,000	12,331	451	625
Brazil	1,724	79	25,652	1,877	167	63
China	1,403	8	58,656	827	110	19
Colombia	113	51	—	788	76	42
Germany	231	529	36,652	5,963	682	382
India	3,319	7	62,759	354	6	6
Japan	1,162	560	20,165	7,628	588	349
Kenya	64	13	2,634	106	19	6
Mexico	330	151	17,697	1,655	217	69
South Africa	362	143	22,657	3,745	252	69
Spain	664	467	13,866	4,653	655	168

Source: Euromonitor, 2003.

Common Traits of Big Emerging Markets

- Are physically large.
- Have significant populations.
- Represent considerable markets for a wide range of products.
- Have strong rates of growth or the potential for significant growth.
- Have undertaken significant programs or economic reform.
- Are of major political importance within their regions.
- Are "Regional Economic Drivers".
- Will engender further expansion in neighboring markets as they grow.

Big Emerging Markets

Country	Population (millions)	GDP* (billions)	GDP* (per capita)	Imports of Goods and Services (billions)	Exports of Goods and Services (billions)
Asia					
China	1,271.8	\$1,117.2	\$ 878	\$371.4	\$457.4
India	1,032.4	492.5	477	80.4	78.0
South Korea	47.3	639.2	13,502	213.8	320.9
Latin America					
Argentina	37.5	280.0	7,468	32.0	34.7
Brazil	172.4	798.8	4,633	79.9	86.0
Colombia	43.0	98.0	2,277	18.4	18.8
Mexico	99.4	372.7	3,739	188.0	158.5
Venezuela	24.6	81.9	3,326	23.7	24.8
Europe					
Poland	38.6	143.6	3,716	56.5	54.1
Turkey	68.5	190.3	2,873	56.5	65.2
Africa					
South Africa	43.2	175.9	4,068	42.0	46.2

*Constant 1991 dollars.
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Emerging Markets: Composite indices

	Brazil	Russia	India	China
Growth competitiveness index ranking (out of 104 countries)	57	70	55	46
Business competitiveness index ranking (out of 103 countries)	38	61	30	47
Corruption perception index ranking (out of 145 countries)	59	90	90	71
Competitive country risk points (larger the number, better it is)	70	78	72	76
Weight in emerging market index (out of 26 emerging markets in %)	6.96 %	5.16%	5.02 %	4.76 %

Source: World Economic Forum, "Global Competitiveness Report," 2004-2005; World Bank Governance Research Indicator Country Snapshot, 2002; Transparency International, Corruption Perceptions Index, 2004; The PRS Group, International Country Risk Guide, January 2005; Barclays Global Investors, iShares "2004 Semi-Annual Report to Shareholders"

Evaluating emerging markets

- **Political and Social System**
 - To whom are the country's politicians accountable? Are there strong political groups that oppose the ruling party? Do elections take place regularly?
 - Are the roles of the legislative, executive, and judiciary clearly defined? What is the distribution of power between the central, state, and city governments?
 - Does the government go beyond regulating business to interfering in it or running companies?
 - Do the laws articulate and protect private property rights?
 - What is the quality of the country's bureaucrats? What are bureaucrats' incentives and career trajectories?
 - Is the judiciary independent? Do the courts adjudicate disputes and enforce contracts in a timely and impartial manner? How effective are the quasi-judicial regulatory institutions that set and enforce rules for business activities?
 - Do religious, linguistic, regional, and ethnic groups coexist peacefully, or are there tensions between them?
 - How vibrant and independent is the media? Are newspapers and magazines neutral, or do they represent sectarian interests?
 - Are nongovernmental organizations, civil rights groups, and environmental groups active in the country?
 - Do people tolerate corruption in business and government?
 - What role do family ties play in business?
 - Can strangers be trusted to honour a contract in the country?

Haroon, T., Krishna G. Paley and Invest Direct (2005), Strategies for EMI Emerging Markets, Harvard Business Review, July, pp. 63-74

Evaluating emerging markets

- **Openness**
 - Are the country's government, media, and people receptive to foreign investment? Do citizens trust companies and individuals from some parts of the world more than others?
 - What restrictions does the government place on foreign investment? Are those restrictions in place to facilitate the growth of domestic companies, to protect state monopolies, or because people are suspicious of multinationals?
 - Can a company make greenfield investments and acquire local companies, or can it only break into the market by entering into joint ventures? Will that company be free to choose partners based purely on economic considerations?
 - Does the country allow the presence of foreign intermediaries such as market research and advertising firms, retailers, media companies, banks, insurance companies, venture capital firms, auditing firms, management consulting firms, and educational institutions?
 - How long does it take to start a new venture in the country? How cumbersome are the government's procedures for permitting the launch of a wholly foreign-owned business?
 - Are there restrictions on portfolio investments by overseas companies or on dividend repatriation by multinationals?
 - Does the market drive exchange rates, or does the government control them? If it's the latter, does the government try to
 - maintain a stable exchange rate, or does it try to favor domestic products over imports by propping up the local currency?

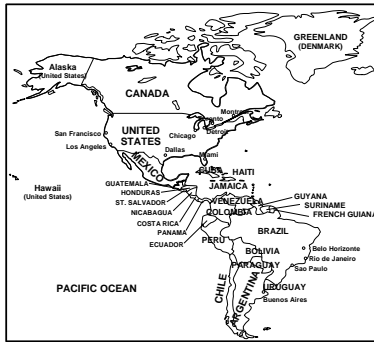
Khanna, T., Kundra, G., Paley and Rapar Singh (2005). Strategies That Fit Emerging Markets. Harvard Business Review, June, pp. 65-74.

Evaluating emerging markets

- **Openness**
 - What would be the impact of tariffs on a company's capital goods and raw materials imports? How would import duties affect that company's ability to manufacture its products locally versus exporting them from home? Can a company set up its business anywhere in the country? If the government restricts the company's location choices, are its motives political, or is it inspired by a logical regional development strategy?
 - Has the country signed free-trade agreements with other nations? If so, do those agreements favour investments by companies from some parts of the world over others?
 - Does the government allow foreign executives to enter and leave the country
 - freely? How difficult is it to get work permits for managers and engineers?
 - Does the country allow its citizens to travel abroad freely? Can ideas flow into the country unrestricted? Are people permitted to debate and accept those ideas?

Khanna, T., Kundra, G., Paley and Rapar Singh (2005). Strategies That Fit Emerging Markets. Harvard Business Review, June, pp. 65-74.

The Americas



Economic and Social Data for Selected Countries

Country	Consumer Spending				Health and Education		
	Food (\$ millions)	Percentage of Total	Clothing (\$ millions)	Percentage of Total	Hospital Beds (per 1000)	Physicians (per 1000)	Literacy (%)
United States	535,287	7.1	309,755	4.1	4.0	2.8	99.5
Argentina	20,249	24.3	4,475	5.4	3.3	2.7	96.9
Brazil	49,101	16.6	11,292	3.7	3.1	1.3	87.3
Colombia	14,278	27.2	1,489	2.1	1.5	1.2	91.9
Mexico	109,755	24.4	17,492	3.9	1.2	1.8	91.4
Venezuela	19,359	31.4	1,125	1.8	1.5	2.4	92.8

Source: Euromonitor, World Bank, 2003.

Eastern Europe and the Baltic States

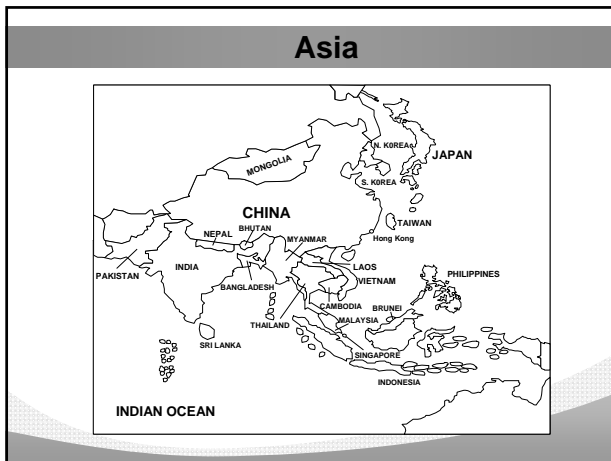


Eastern European Markets

Country	Population (millions)	GDP* (billions)	GDP* (per capita)	Imports of Goods and Services (billions)	Exports of Goods and Services (billions)
Albania	3.2	\$ 3.3	\$ 1,032	\$ 1.2	\$ 0.5
Bosnia/Herzegovina	4.1	6.4	1,584	3.5	1.7
Bulgaria	7.9	13.1	1,630	10.8	8.5
Croatia	4.4	23.5	5,355	13.1	10.6
Czech Republic	10.2	57.1	5,583	51.1	46.1
Hungary	10.2	56.4	5,540	38.0	36.6
Macedonia	2.0	4.9	2,417	2.6	2.0
Poland	38.6	143.6	3,716	56.5	54.1
Romania	22.4	31.2	1,393	20.0	14.5
Slovak Republic	5.4	23.8	4,405	19.6	18.6
Slovenia	2.0	23.9	11,984	15.5	14.6

*Constant 1994 dollars.

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Average Monthly Expenditures for Chinese Households National and Urban Areas - 1994

	National	Urban Areas
Food (includes eating out)	\$22.10	\$38.00
Savings	11.40	17.00
Clothing	5.60	9.00
Child's Education	4.70	7.00
Home (includes Rent & Utilities)	4.30	8.20
Daily Goods other than Food	3.50	4.80
Medical Expenses & Drugs	2.30	4.00
Entertainment	1.30	3.20

SOURCE: Gallup China.

Asian Markets - Selected Countries

Country	Population (millions)	GDP* (billions)	GDP* (per capita)	Imports of Goods and Services (billions)	Exports of Goods and Services (billions)
Australia	19.4	\$ 469.2	\$24,203	\$105.1	\$100.5
China	1,271.8	1,117.2	878	371.4	457.4
Hong Kong	4.7	164.8	24,505	260.1	268.5
India	1,032.4	492.5	477	80.4	78.0
Indonesia	209.0	216.2	1,034	50.4	60.3
Japan	127.0	5,647.7	44,458	487.6	591.9
South Korea	47.3	639.2	13,502	213.8	320.9
Taiwan	22.7	282.2	12,261	108.1	125.6

*Constant 1995 dollars.
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- ### Capitalism with Chinese Characters
- #### Jiang Zemin's Reform Agenda
- Restructure state enterprises. SOEs account for about two fifths of the industrial output but soak up four-fifths of investment.
 - Strengthen financial markets. Expand and ensure the integrity of capital markets.
 - Sell state assets. Sell off all but 1,000 of China's 305,000 state enterprises and allow some to go bankrupt.
 - Build social services. Create housing, pension programs, and other services to relieve burdens on SOEs and to care for millions who may lose jobs.
 - Slash tariffs. Reduce average tariffs to 17 percent in 1997 and to 15 percent by 2000 as part of China's bid to join the World Trade Organization.

- ### India's Five-Point Agenda
1. The improvement of the investment climate.
 2. The development of a comprehensive WTO strategy.
 3. The reformation of the agriculture, the food processing, and the small-scale industry.
 4. The elimination of red tape
 5. The institution of better corporate governance.

Living Standards in Selected Countries

Country	Households (millions)	Persons per Household	Color TV (per 100 households)	Passenger Car (per 100 households)	Refrigerator (per 100 households)	Shower (per 100 households)
Brazil	51	3.4	86	45	63	75
Chile	4	3.9	61	45	63	88
Colombia	10	4.2	86	34	67	97
Peru	6	4.7	48	18	46	60
Azerbaijan	2	5.2	55	21	56	64
China	358	3.6	45	3	6	42
Hong Kong	2	3.3	99	74	96	98
India	175	5.9	32	1	13	41
Indonesia	55	4.0	49	4	26	46
Japan	48	2.6	99	81	97	100
Kazakhstan	4	4.1	58	29	80	66
Malaysia	5	4.5	90	64	97	99
Pakistan	22	7.6	36	5	17	64
Philippines	16	4.9	65	8	41	83
Singapore	1	3.5	99	41	99	100
South Korea	15	3.3	93	44	97	95
Taiwan	7	3.3	99	51	99	98
Thailand	16	3.9	83	36	69	64
Vietnam	16	5.1	37	2	18	36
United States	106	2.6	99	93	100	99

Source: Euromonitor, 2003.

Strategic Implications for Marketing

- As a country develops, incomes change, population concentrations shift, expectations for a better life adjust to higher standards, new infrastructures evolve, and social capital investments are made
- Market behaviour changes and eventually groups of consumers with common tastes and needs (i.e., market segments) arise
- When incomes rise, new demand is generated at all income levels for everything from soap to automobiles
- This means that knowledge of stage of market development is important in helping to develop marketing strategies that are tailored to the level of economic development

Consumption Patterns in Selected Countries (percent of household expenditures)

Country	Food	Alcohol	Tobacco	Clothing	Housing	Health/ Medical	Transportation	Communication	Education and Leisure
United States	7.1%	1.2%	1.0%	4.7%	14.7%	17.6%	11.5%	2.3%	11.6%
Mexico	24.0	2.5	0.6	5.0	12.4	4.3	13.9	1.7	6.1
Azerbaijan	52.8	0.9	2.0	4.3	7.1	4.2	11.7	1.2	2.8
India	46.0	0.9	3.1	5.1	6.9	4.3	12.7	0.6	3.5
Malaysia	21.9	0.6	2.0	3.4	18.8	2.2	15.7	2.9	5.8
Singapore	11.6	0.5	1.1	4.4	16.1	2.5	17.9	2.6	10.7
Thailand	26.6	2.6	1.8	12.1	7.0	6.2	11.3	1.7	7.1
Algeria	37.1	0.5	2.5	5.1	15.9	4.2	11.1	2.9	4.3
South Africa	20.7	7.0	2.0	4.9	9.9	7.1	13.9	2.5	6.6

Source: Euromonitor, 2003.

Which of the Following have you Purchased in the Past Three Months?

Product	Percent in United States	Percent in Australia	Percent in Brazil	Percent in Germany	Percent in Japan	Percent in United Kingdom
Soft drinks	96	90	93	83	91	94
Fast-food	94	94	91	70	86	85
Athletic footwear	59	40	54	33	30	49
Blue jeans	56	39	62	45	42	44
Beer*	46	50	60	46	57	57
Cigarettes*	24	33	30	38	39	40

* Among adults 18+. Source: Yankelovich Clancy Shulman. SOURCE: Nancy Giges, "Global Spending Patterns Emerge," *Advertising Age*, November 11, 1991, p. 64.

Recent Trends in the International Markets

1. The globalization of markets
2. The restructuring of Eastern Europe into independent market-driven economies
3. The dissolution of the Soviet Union into independent states and
4. The worldwide trend toward economic cooperation

Successful Economic Union Requirements

- Economic Compatibility
- Political Compatibility
- Geographic Proximity
- Cultural Compatibility
- Weakness in some must be balanced by strengths in others

Patterns of Multinational Cooperation

- Regional Cooperation Groups
 - A group of countries that have agreed to participate in basic industries beneficial to each or jointly develop joint ventures that benefit both countries, e.g., Colombia and Venezuela built a hydroelectric dam on the Orinoco river which both share
- Free Trade Area
 - A group of countries that have agreed to reduce drastically (but not eliminate) all trade barriers such as customs duties and non-tariff barriers (standards)
- Customs Union
 - A group of countries that have agreed to eliminate customs duties levied among member countries
- Common Market
 - Free flow of capital and labor (engineers, doctors, and lawyers can work without recertification) among members, a common currency, a common central bank; & common policies on transportation, agriculture, social services, welfare, & taxes
- Political Union
 - A group of countries that have agreed to complete political and economic integration and cooperation among members

European Trade Area

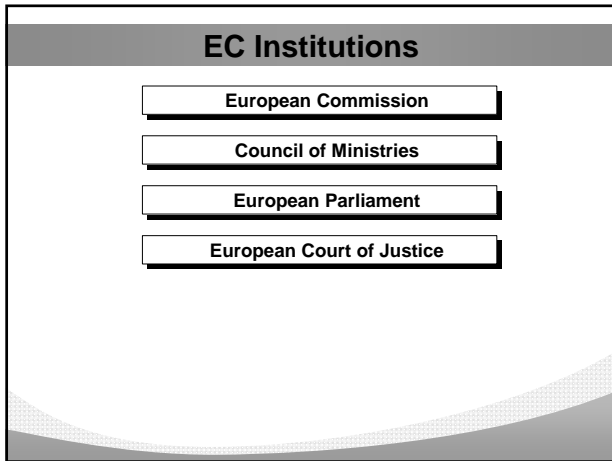
Association	Member	Population (billions)	GDP* (billions)	GDP* per Capita	Imports of Goods and Services (billions)	Exports of Goods and Services (billions)
European Union (EU)	Belgium	1.03	\$ 321.1	\$31,218	\$233.7	\$251.5
	Denmark	5.4	207.5	38,710	83.8	92.6
	Germany	82.3	2,705.6	32,813	905.9	1,012.6
	Greece	10.6	144.8	13,669	46.6	34.8
	Spain	41.1	723.5	17,595	227.0	221.9
	France	59.2	1,804.9	30,492	483.0	615.7
	Ireland	3.8	112.9	29,481	100.3	125.1
	Italy	57.0	1,225.3	21,144	347.3	370.7
	Luxembourg	0.4	24.9	56,382	30.9	35.2
	Netherlands	16.0	502.5	31,333	310.9	339.2
	Austria	8.1	289.8	35,172	310.9	339.2
	Portugal	10.0	131.4	13,109	59.9	46.7
	Finland	5.2	166.7	32,121	57.8	79.0
	Sweden	8.9	281.3	31,627	116.5	143.7
	United Kingdom	58.8	1,334.6	22,897	534.6	455.1
EU Candidate Countries	Bulgaria	7.9	13.1	1,630	10.8	8.5
	Czech Republic	10.3	57.1	5,583	51.1	46.3
	Estonia	1.4	4.4	4,707	7.5	6.6
	Cyprus	0.8	57.1	14,592	—	—
	Lithuania	2.4	4.6	2,819	4.2	3.7
	Lithuania	3.5	8.0	2,308	7.3	5.4
	Hungary	10.2	56.4	5,540	38.0	36.4
	Malta	0.4	4.0	10,098	—	—
	Poland	38.6	143.6	3,714	54.5	54.1
	Romania	22.4	31.2	1,393	20.1	14.5
	Slovenia	2.0	23.9	11,964	15.5	14.6
Slovak Republic	5.4	23.8	4,405	19.6	18.6	
Turkey	68.5	190.3	2,873	56.5	63.2	
European Free Trade Area (EFTA)	Iceland	0.3	9.0	32,060	3.7	3.5
	Liechtenstein	0.03	—	—	—	—
	Norway	4.5	172.8	38,298	41.5	48.5
	Switzerland	7.2	343.3	47,544	135.6	147.8

*Constant 1995 dollar.
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Exhibit 10.3 From the European Coal and Steel Community to Monetary Union

1951	Treaty of Paris	European Coal and Steel Community (ECSC) (founding members are Belgium, France, Germany, Italy, Luxembourg, and the Netherlands).
1957	Treaty of Rome	Blueprint, European Economic Community (EEC). (Founding members are Belgium, France, Germany, Italy, Luxembourg, and the Netherlands).
1958	European Economic Community	Ratified by ECSC founding members. Common Market is established.
1960	European Free Trade Association	Established by Austria, Denmark, Norway, Portugal, Sweden, Switzerland, and United Kingdom.
1973	Expansion	Denmark, Ireland, and United Kingdom join EEC. The European Currency Unit (ECU) is created.
1979	European monetary system	All members except the UK agree to maintain their exchange rates within specific margins.
1981	Expansion	Greece joins EEC.
1985	1992 Single Market Program	White paper for action introduced to European Parliament.
1986	Expansion	Spain and Portugal join EEC.
1987	Single European Act	Ratified, with full implementation by 1992.
1992	Treaty on European Union	Also known as Maastricht Treaty. Blueprint for Economic and Monetary Union (EMU).
1993	Europe 1992	Single European Act in force (January 1, 1993).
1993	European Union	Treaty on European Union (Maastricht Treaty) in force, with monetary union by 1999.
1994	European Economic Area	The EEA was formed with EU members and Norway and Iceland.
1995	Expansion	Austria, Finland, and Sweden join EU.
1997	Amsterdam Treaty	Established procedures for expansion to Central and Eastern Europe.
1999	Monetary union	Conversion rates are fixed, and euro used by banking and finance industry. Consumer prices are quoted in local currency and in euros.
2002	Banknotes and coins	Circulation of euro banknotes and coins begins January 1, and legal status of national banknotes and coins cancelled July 1, 2002.

Source: "Chronology of the EU," www.europa.eu.int/ballet/abd. Reprinted with permission from the European Communities.

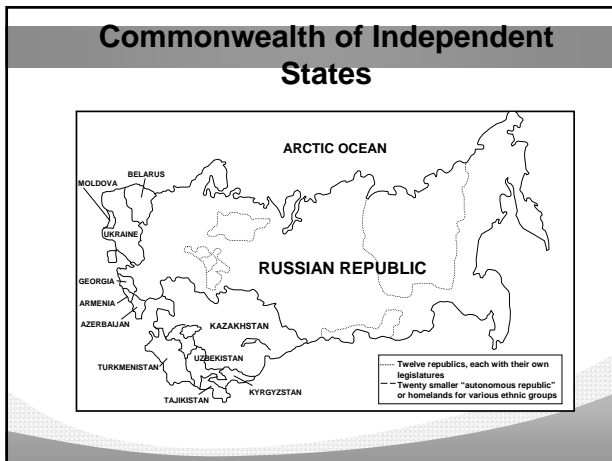


A Comparison of the EU and NAFTA

	Population (\$ millions)*	GNP (per capita)*	Imports** (\$ millions)	Exports** (\$ millions)
EU*	373.5	\$ 8,180	1,899,466	1,927,914
NAFTA	387.4	8,061	1,014,211	852,536

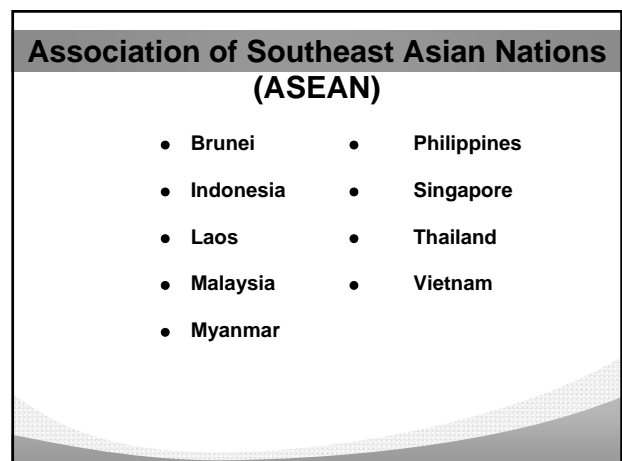
* Includes 15 Countries.
** Includes intra-member trade.

SOURCES: "Indicators of Market Size for 115 Countries," *Crossborder Monitor*, August 27, 1997; and *International Marketing Data and Statistics, 1997* (London: Euromonitor, 1997).



Country	Population (millions)	GDP* (billions)	GDP* per Capita	Imports of Goods and Services (billions)	Exports of Goods and Services (billions)
Russia	144.8	\$377.6	\$2,609	\$87.4	\$109.1
Ukraine	49.1	48.4	986	29.2	31.6
Belarus	10.0	14.9	1,493	9.7	9.3
Armenia	3.1	4.1	1,068	2.1	1.1
Moldova	4.3	2.9	678	3.3	2.0
Azerbaijan	8.1	3.7	460	2.8	0.9
Uzbekistan	25.1	12.8	512	3.2	3.2
Turkmenistan	5.3	8.6	1,587	2.8	2.8
Tajikistan	6.2	2.6	420	—	—
Kazakhstan	14.9	25.5	1,712	10.2	9.3
Kyrgyzstan	5.0	2.1	417	0.5	0.5
Georgia	5.2	2.6	499	1.5	1.0

*Constant 1995 dollar.
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Comparison of Exports Among Members of APEC and the EC

	Population, 1989 (millions)	Exports, 1990 (U.S. \$ millions)	Exports, 1995 (U.S. \$ millions)	GNP, 1996 (U.S. \$ billions)
APEC	2,235	732,869	770,097	22,952
America's*	406	306,486	311,085	7,989
Asia	1812	399,455	419,901	6,447
Oceania	22	26,928	34,111	343
EC	374	515,915	628,606	8,180

* includes: U.S., Canada, Mexico, and Chile.

SOURCES: IMF: International Financial Statistics, Direction of Trade; OECD: National Account, EC Committee: "Indicators of Market Size for 115 Countries," *Crossborder Monitor*, August 27, 1997; and *International Marketing Data and Statistics*, 1997 (London: Euromonitor, 1997).

Economic Community of West African States (ECOWAS)

- Benin
- Burkina Faso
- Cape Verde
- Gambia
- Ghana
- Guinea
- Guinea-Bissau
- Ivory Coast
- Liberia
- Mali
- Mauritania
- Niger
- Nigeria
- Senegal
- Sierra-Leone
- Togo

Southern African Development Community (SADC)

- Botswana
- Lesotho
- Namibia
- Malawi
- Mauritius
- Mozambique
- South Africa
- Swaziland
- Tanzania
- Zambia
- Zimbabwe

Arab Common Market

- Iraq
- Kuwait
- Jordan
- Syria
- Egypt

Economic Cooperation Organization (ECO)

- Pakistan
- Iran
- Turkey
- Azerbaijan
- Turkmenistan
- Uzbekistan

Future Multinational Trade Groups

- United States/Japan
- Hong Kong/Taiwan/China
- Asia-Pacific Rim Countries
- Hong Kong/Taiwan/Coastal Provinces of Southern China
- Western Hemisphere Free Trade Area
- Transatlantic Free Trade Area (United States and European Union)