

# 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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## **Table of Contents Convergence And Divergence Developing A Semiglobal**

1. Understanding the eBook **Convergence And Divergence Developing A Semiglobal**
  - The Rise of Digital Reading **Convergence And Divergence Developing A Semiglobal**
  - Advantages of eBooks Over Traditional Books
2. Identifying **Convergence And Divergence Developing A Semiglobal**
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an **Convergence And Divergence Developing A Semiglobal**
  - User-Friendly Interface
4. Exploring eBook Recommendations from **Convergence And Divergence Developing A Semiglobal**
  - Personalized Recommendations
  - **Convergence And Divergence Developing A Semiglobal** User Reviews and Ratings
  - **Convergence And Divergence Developing A Semiglobal** and Bestseller Lists

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  - Convergence And Divergence Developing A Semiglobal Public Domain eBooks
  - Convergence And Divergence Developing A Semiglobal eBook Subscription Services
  - Convergence And Divergence Developing A Semiglobal Budget-Friendly Options
6. Navigating Convergence And Divergence Developing A Semiglobal eBook Formats
  - ePub, PDF, MOBI, and More
  - Convergence And Divergence Developing A Semiglobal Compatibility with Devices
  - Convergence And Divergence Developing A Semiglobal Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Convergence And Divergence Developing A Semiglobal
  - Highlighting and Note-Taking Convergence And Divergence Developing A Semiglobal
  - Interactive Elements Convergence And Divergence Developing A Semiglobal
8. Staying Engaged with Convergence And Divergence Developing A Semiglobal
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Convergence And Divergence Developing A Semiglobal
9. Balancing eBooks and Physical Books Convergence And Divergence Developing A Semiglobal
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Convergence And Divergence Developing A Semiglobal
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Convergence And Divergence Developing A Semiglobal
  - Setting Reading Goals Convergence And Divergence Developing A Semiglobal
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Convergence And Divergence Developing A Semiglobal
  - Fact-Checking eBook Content of Convergence And Divergence Developing A Semiglobal
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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