



# WSEI

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## International marketing

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# INTRODUCTION

International marketing concerns all marketing operations of an enterprise in the context of its economic activities carried out outside its own country. Therefore, it does not only apply to exports, but also to other forms of internationalization (establishing foreign branches, concluding commercial contracts with contractors from outside the country in the form of joint-venture companies, franchising, etc.). The term "international marketing" coincides with the term "marketing in foreign markets" and they are used interchangeably. It is also a concept opposite to marketing on the local market. The term "foreign marketing" is also used to cover all marketing operations carried out on a given external market by the company's subsidiaries. A term similar to it is multinational (multinational) marketing, showing the characteristics of individual foreign markets, which is of key importance for a company with a polycentric orientation. On the other hand, the term "export marketing" has a much narrower meaning, as it refers to marketing undertakings related to export, that is, the sale of goods or services on markets other than domestic; also when the company independently selects the foreign sales market and modifies the strategy in terms of its specificity. Meanwhile, the last term - global marketing concerns enterprises that operate in the global (world) market environment, although not always standardizing all activities. This concept is used primarily in relation to transnational corporations. which is crucial for a polycentric company. On the other hand, the term "export marketing" has a much narrower meaning, as it refers to marketing undertakings related to export, that is, the sale of goods or services on markets other than domestic; also when the company independently selects the foreign sales market and modifies the strategy in terms of its specificity. Meanwhile, the last term - global marketing concerns enterprises that operate in the global (world) market environment, although not always standardizing all activities. This concept is used primarily in relation to transnational corporations. that is, the sale of goods or services on markets other than domestic; also when the company independently selects the foreign sales market and modifies the strategy in terms of its specificity. Meanwhile, the last term - global marketing concerns enterprises that operate in

the global (world) market environment, although not always standardizing all activities. This concept is used primarily in relation to transnational corporations. Strategic objectives marketing operations on the external market, the form of internationalization of marketing or the allocation of the company's funds are largely conditioned by the international orientation of the management board (also known as strategic predispositions), which means the position of the management regarding conducting activities on external markets and its tendency to take risks related to internationalization.

Moreover, it can be said with a high degree of probability that a regiocentric approach to customers will be more and more justified in the coming years. Indeed, transnational corporations with an established position and image have been successfully operating on the global market for years, and in recent years there have been numerous companies called "born globals", whose development does not follow the typical internationalization path. We are talking mainly about entities from the modern technology industry, offering specialized, unique services and products - although they are small companies, they are highly competitive on an international scale due to the innovative range of products. However, all indications are that giant corporations, standardizing their brands and products for all target markets, already have their golden age behind them.



# INTERNATIONALIZATION, BUSINESS GLOBALIZATION, INTERNATIONAL ENVIRONMENT OF THE ENTERPRISE IN THE CONTEXT OF GLOBAL MARKETING

## 1.1 Internationalization and international business


Currently, activity on international markets is no longer the domain of large corporations. For years, smaller companies concentrated their activities on local markets, and if they did go out to foreign markets, they did so very carefully, mainly as subcontractors or cooperatives of large corporations. Meanwhile, the changes that took place at the turn of the 20th and 21st centuries as a result of the development of information and communication technologies turned out to be very friendly to small business beginners, also in the sphere of international operations. A new phenomenon is undoubtedly the emergence of a group of young, dynamic companies that actively enter international markets, practically from the moment they started operating (born global). Thus, we currently have a large group of enterprising early exporters on the market, who sell goods and services abroad on an irregular and small scale. This segment can be described as small business export<sup>1</sup>. A dynamically developing segment, especially in the era of technological changes and a strong emphasis on process and project management in building and maintaining business relationships.

The development of companies and their expansion will be largely based on digital knowledge, skills and competences, including modern marketing tools. Online tools are more and more often used in running and developing a business - it also indicates the potential still unused by Polish entrepreneurs, especially in the case of SMEs. The presence of the company's company in the network can no longer be limited to having a website, e-mail box or profile on a social network. In the face of increasing digitization and on the threshold of the so-called The "internet of everything", digital marketing education of enterprises becomes a key and most important need, correlated with modern process and project management based on sophisticated IT tools.

A new trend in the development of business and its competitiveness is, among others marketing automation is a segment of information systems used to manage marketing and sales. This system streamlines, automates and measures all marketing and sales activities, at the same time connecting them with the individual recipient and their effect. The digital revolution will significantly shape modern business, its models and the way it is managed.

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<sup>1</sup> Cieślík J., Entrepreneurship, politics, development, Wydawnictwo Akademickie SEDNO, Warsaw 2014.



**International Business** characterized by a multifaceted approach to empirical phenomena. The main areas of analysis are: the activities of individual managers, enterprises, the sector and the entire environment. Each of them is characterized by great diversity. Nowakowski states that international business includes transactions that are designed and made across national and cultural borders in order to meet the needs of individual buyers, enterprises and organizations.<sup>2</sup> It can be presented as a field in which several overlapping and partially complementary disciplines are outlined. These are: international management, international marketing, global marketing (as a subsystem of international marketing) and international finance.

Shenkar defines international business as an area where general knowledge of how to do business on the international market is combined with regional know-how. Both components create a specific "knowledge platform" based on theoretical foundations and difficult to follow. General knowledge relates to such fundamental issues as international institutions, trade agreements, regional organizations, etc. As for regional know-how, it relates to the cultural, religious, political and economic conditions of individual countries and regions. International business can explain the behavior of enterprises on local markets, taking into account the conditions just mentioned - which is an extremely important ability.

Griffin and Pustay indicate that international business involves economic transactions concluded between entities from more than one country<sup>3</sup>. Examples include the purchase of materials and their delivery to a foreign recipient for use in production processes, delivery of finished products from one country to another for wholesale, launching an enterprise outside the country due to lower labor costs, etc. These types of transactions can be individuals, private companies, corporate groups or government agencies.


Ball and McCulloch draw attention to an important circumstance accompanying international business<sup>4</sup>. Namely, they emphasize that a company operating across borders must cope and be able to operate in three environments - in the domestic environment of the country of origin, in the foreign environment of the country of expansion and in the international environment. Gorynia proposes that the term international business in the broad sense should define all types of economic activity, provided that they take place between states, regardless of whether the relations concern states as a whole, industries, sectors, regions, consumers, entrepreneurs and regardless of whether they are real or

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<sup>2</sup> Nowakowski M., International Business. From internationalization to globalization, SGH, Warsaw 2015, p. 19.

<sup>3</sup> Griffin RW, Pustay MW, International Business. A Managerial Perspective, Fifth Edition, Pearson Prentice Hall, New Jersey 2007, p. 5.

<sup>4</sup> Ball D., McCulloch WH, International Business - Introduction and Essentials, Addison-Wesley Publishing Company, New York 1991, pp. 13-14.



regulatory relations<sup>5</sup>. Basing on the cited definition, it states that the presence of the "international element" is the distinguishing feature of international business against the background of all economic activity. The definition proposed by Gorynia seems to be the broadest of the ones quoted above. Its advantage is drawing attention to both the real and regulatory aspects of the activities that make up international business.

One should remember about the scale and course of globalization processes and about the planes on which these processes take place. The first is globalization, and the second is the strong, full of tensions and diversified development of regional integration processes. The aforementioned processes are at the same time fundamental challenges for international business, because entities operating in its environment have to cope with such phenomena as constant technical and technological progress, shortening of the product life cycle, increasing importance of the scale of production and sales, aggravation and emergence of new forms of competition, a huge increase in the importance of research and development and innovation, virtualization of many areas of enterprise activity and business communication<sup>6</sup>.

**Enterprise globalization** it is a multithreaded and complex phenomenon, therefore there are many definitions of this concept. Most authors use it in relation to three elements, such as: - global reach - geographical significance, means an enterprise with its operations worldwide, as opposed to local (national) or regional (several countries) enterprises; - worldwide homogeneity - disappearance of international diversity, means a company selling the same product in all geographic markets served, as opposed to a product adapted to the local specificity; - global integration - the category of dependence and strengthening international ties, means an enterprise that clearly feels the effects of events taking place in other countries, as opposed to the local market,<sup>7</sup>. Internationalization and globalization require enterprises to apply various strategies, which depend on the structure of the enterprise, the form of conducted activity, and the geographical structure. It seems, however, that these processes encourage enterprises to choose an operating strategy based more often on mergers, acquisitions and building strategic alliances with competitors, i.e. choosing an external path of growth and development. Table 1 presents various approaches to strategy most often used by international and global enterprises<sup>8</sup>.

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<sup>5</sup>Gorynia M., On the classification of sciences dealing with international economic activity, [in:] Globalization and regionalization in the world economy. Jubilee book of Professor Jan Rymarczyk, B. Skulska, M. Domiter, Warsaw 2012, p. 45.

<sup>6</sup> Rymarczyk J., International Business, Polskie Wydawnictwo Ekonomiczne, Warsaw 2012, p. 25.

<sup>7</sup> De Wit B., Meyer R., Synthesis of strategy, PWE, Warsaw 2007, p. 311.

<sup>8</sup> A. Zakrzewska - Bielawska, Internationalization and globalization and strategies of enterprise development, [in:] Instruments and areas of transformation and organizational changes in the conditions of globalization, A. Potocki (ed.), Difin, Warsaw 2009, pp. 339 - 348.



Table 1. Specification of selected strategic orientations of international companies

The name of the strategy	characteristic
Strategic orientation - strategies for operating on international markets	
international	It consists in using the competitive advantage obtained on the domestic market abroad. It is characterized by a limited share in the global market, a limited geographical scope of operations and a high degree of centralization of operational and strategic decisions. It is used by enterprises with a low degree of internationalization
multinational	It consists in adapting its products to the diverse requirements of foreign markets. The activity of foreign branches of the enterprise is based on their independent use of key competences, abilities and resources transferred from the parent enterprise. Provides a competitive advantage in such factors as: local adaptation to the tastes and desires of recipients, sales and distribution methods, loyalty to the country of origin of the enterprise and response time to changes in demand
Global	It consists in delivering the same product to all markets, treated as one identical market. It is based on striving to minimize production costs thanks to achieving economies of scale. It provides a competitive advantage in such factors as: price, modernity and quality of the product, intensity and quality of promotion, scale of presence on the market, product brand and reputation of the company.
transnational	It is an attempt to simultaneously benefit from the globalization of activities and to adapt to local conditions. The company will relocate a large part of decisions and activities to individual markets, but some activities remain centralized. The market share is global, and the distribution of market shares in individual countries is fairly even

Enterprise internationalization strategies	
market	It consists in obtaining economies of scale by gaining new foreign markets
financial	It consists in obtaining finance for the company's operation through foreign capital markets by issuing bonds on foreign financial markets and by taking loans from foreign banks
coalition	It consists in continuous cooperation with a foreign partner, in the coordination of activities and the implementation of common goals. It can take various forms, e.g. joint marketing and sale of joint products, joint research and development, etc.
Ownership	It may be of multiple nature depending on the purpose of the enterprise. For example, large state-owned companies are looking for foreign investors to restructure and modernize; foreign concerns are looking for companies that have well-known brands on the local market and have high profitability in the future, but are not able to make investments themselves that would allow them to achieve international competitiveness; companies are looking for foreign investors to improve and recapitalize their operations; companies also often invest abroad in search of access to attractive markets, natural resources, cheap labor, qualified staff and modern technologies
Strategies for the development of the company's international position	
Growth and expansion	Aims to achieve market leadership, applied to products and markets of countries with forecasted high and medium market attractiveness
Consolidate and hedge positions	It aims to generate a surplus of funds for financing the strategy of growth and creating a market position, beneficial for companies with the position of market leaders




Create a market position	It is aimed at improving the position and increasing the market share, used by enterprises new to a given market or introducing a new product
Withdrawal and reduction of investment processes	Means a withdrawal from the market or a recall of a product, applies to products or markets of countries generating permanent or periodic losses and negative cash flow
Global strategies	
Global cost leadership	It is based on differences in expenditure in individual countries and economies of scale
Concentration on a global scale	It is based on the markets of selected countries, segments and market niches
Global diversification	It is a combination of geographical diversification and production diversification

Source: Own study based on: A. Zakrzewska - Bielawska, Internationalization and globalization versus enterprise development strategies, [in:] Instruments and areas of transformation and organizational changes in the conditions of globalization, A. Potocki (ed.), Difin, Warsaw 2009; Rymarczyk J., Internationalization and globalization of the enterprise, PWE, Warsaw 2004; Koźmiński AK, International Management, PWE, Warsaw 1999 Liberska B. (ed), Globalization. Mechanisms and Challenges, PWE, Warsaw 2002 Moszkowicz M. (ed), Strategic Management. Systemic concept of business, PWE, Warsaw 2005, Ring Z., Strategies of competition and enterprise development, Wydawnictwo Naukowe PWN, Warsaw 2003.

## 1.2 Globalization and the process of business internationalization

**Globalization** it is a feature of the modern stage of development of the world economy, which is less and less like a traditional economy, based on the sum of national economies. It is a completely new quality. Globalization of the world economy means not only a complex and multidimensional process, but also a very complex and variable structure, resulting in the emergence of a "unified" - spatially and economically - world market, integrating many, if not all, countries and regions. Globalization is a sequential process of various forms, which can be considered on specific scales, depending primarily on the territorial range. On the macro scale - it expresses the global perspective and dimension, but also refers to continents and countries and regions, on the meso scale - it applies to branches of the economy and industries, while on the micro scale - to enterprises<sup>9</sup>. The process of globalization in almost all areas of life - in economy, law, education, science,

<sup>9</sup> Rymarczyk, J., Internationalization and globalization of enterprises, PWE, Warsaw, pp. 6-7.



politics, culture, tourism and consumption patterns - has made national economies more interdependent than ever before. It leads to qualitatively new economic ties between individual continents, countries and their regional groupings, as well as markets and enterprises. Globalization is one of the most significant phenomena and processes of our time, creating new opportunities and threats. This is due to its very wide subject scope and multithreading, multidimensionality and complexity of economic, technical, social, cultural and political phenomena covered by this term.<sup>10</sup>.

The term globalization also encompasses a new process of strategic thinking and management in line with the characteristics and nature of the information society as well as entrepreneurial and innovative cross-border business. The process is based on a global perspective focusing on:


- development of an intelligent knowledge economy oriented to the possible full fulfillment of the needs and requirements (satisfaction) of both global and local customers,
- shaping research, development and transfer of knowledge and technologies, especially advanced ones, and at the increasing level of education,
- information civilization based on knowledge and its diffusion,
- shaping the global economic order and activities of transnational corporations,
- standardization of resource-efficient and labor-saving products and services,
- internationalization of enterprises and connections between them and the increase in international trade turnover, including the improvement of global logistics processes,
- globalization and liberalization of markets and financial flows and their instability (reduced risk sensitivity),
- a free global market with a high level of competitive forces and increasingly fierce competition,
- internal integration of the world economy, alliances of organizational networks, interdependence of the needs of cooperation and coordination,
- locating foreign investments and striving to maximize added value and minimize costs,
- the growing importance of the requirements of sustainable world development, including environmental protection problems (saving resources, energy, preventing pollution, recycling resources, etc.)<sup>11</sup>.

**Global business** means the scope of all activities and their ability to participate in the global market. It covers all commercial, cross-border enterprise activities

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<sup>10</sup> Walas-Trębacz J., Globalization - premises and challenges for enterprises operating on international markets [in:] Management of an international enterprise. Diversity Integration, edited by JW Wiktor, CHBeck Publishing House, Warsaw 2017, p. 11.

<sup>11</sup> Pearce CL, Maciariello JA, Yamawaki H. : Drucker's Heritage, Wolters Kluwer, Warsaw a 2013; Stonehouse G., Hamill J., Campbell D., Purdie T. : Globalization. Strategy and Management, Felberg SJA, Warsaw 2001.



including the flow of resources (raw materials, capital, people, technology), goods (semi-finished and finished goods), services (financial, commercial, communication, information and education) and skills (managerial and technical) . Global business operates with almost full freedom of movement of goods, services and capital, with full openness to external competition of a growing scope and quality level. It contributes to substantially raising the bar of competition in the global market. Under the conditions of globalization, the nature and quality of all competitive forces are also changing. The position of domestic recipients and suppliers is declining, because in the conditions of market liberalization and internationalization of the market, the domestic recipient may be replaced by a foreign (external) recipient, and a domestic supplier by a foreign (external) supplier. The number of substitutes for goods and services is also growing, and hence the strength of the global customer<sup>12</sup>.

**A feature of contemporary business conditions** in the global conditions and in the operation of multinational enterprises, there is a constant geographic, economic and social expansion of their activities. This is an inspiration to create new strategic forms of operation of enterprises in a global environment and to build new models of business organizations that facilitate rapid cooperation, coordination and establishing relationships across organizational boundaries. The expression of these processes is the formation of various networks of organizations with high interdependence and internal solid but at the same time open and flexible connections. It is about creating the potential to maximize value for the buyer by building a network of capabilities, skills and resources. The functioning of such networks makes it possible to combine within the framework of joint initiatives and innovative activity, the use of various unique skills as well as the creation of specialized configurations and competences distributed in many network organizations. The network creates more potential opportunities for the development of innovative activities and innovative activities linking the economic and logistics spheres<sup>13</sup>.


**Networking international, inter-organizational and inter-functional global dimension** transforms management concepts, marketing concepts, and techniques and methods used to direct research and development, operations, production, logistics, and distribution and customer services. Vertical and horizontal integration, configuration, cooperation and coordination of transnational network enterprises require the introduction of inter-functional management on a global scale, which consists in the reconciliation and coordination of resources and activities located in different countries for the implementation of the functions of research and development, product manufacturing, mar-

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<sup>12</sup>Szymański W., Globalization, challenges and threats, Diffin Publishing House, Warsaw 2001; Tubielewicz A., The concept of creating a network organization (in :) Innovations in management and production engineering, edited by R. Knosala, Publishing House of the Polish Production Management Society, Opole 2013.

<sup>13</sup> Tubielewicz A., The concept of creating a network organization (in :) Innovations in management and production engineering, edited by R. Knosala, Publishing House of the Polish Production Management Society, Opole 2013.





keting and logistics. At the same time, it requires intercultural management focusing on organizational behavior in international systems and on the interactions of people from more than one culture<sup>14</sup>.

### 1.3 Globalization of the economy versus marketing operations and internationalization of marketing


Among the factors influencing the internationalization of enterprises, one should mention their increasing focus on marketing activities addressed to consumers all over the world. Marketing operations carried out on foreign markets create a system of interdependent, diversified and transformable elements, constituting the so-called marketing mix, which refers to setting specific product properties, price, promotion and distribution. From the company's perspective, these components are controlled variables, conditioned by e.g. the means at its disposal, the implemented marketing strategy or company management methods.

**The starting point for your marketing activities** organization (being part of its market strategy) is the strategy of entering the foreign market, determined by the assumptions of the management and the appropriate allocation of resources. Strategies for expansion into international markets are diversified in terms of: the location of production facilities, the scope of supervision over marketing operations, the scale of resource involvement and their individual types, as well as the degree of risk taken, flexibility (including the possibility of withdrawing from the market) and the time horizon considered by the company .

The general strategy of an economic entity and its marketing strategy are related to a number of common aspects, such as focusing both the mission, goals and marketing operations on the requirements of target recipients and the possibilities of their fulfillment. Most of the issues related to the preparation of a strategic plan concern marketing variables, so separating marketing planning from strategic planning may present some difficulties. The role of marketing in creating a strategy is to provide a guiding philosophy according to which the functioning of the company should be based on meeting the needs of consumers, providing input data that allow to recognize market opportunities and indicate the possibilities of using them, and on developing ways to implement tasks set for individual departments or branches.

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<sup>14</sup> Koźmiński AK, International Management, Polish Economic Publishing House, Warsaw 1999.



As a rule, companies' search for sales opportunities among foreign buyers is associated with the simultaneous internationalization of marketing. Globalization of activities is not always tantamount to increasing the scale of exports of own production, because it often means undertaking international marketing activities, involving the company's resources to a greater extent than is the case with a simple export strategy (indirect or even direct). These activities include: increased supervision over foreign marketing ventures, longer planning perspective, intensification of international operations of the company in the context of its development strategy. When considering the issue of internationalization, it is worth taking into account the elements of internationalization, based on the company's activities in the field of importing raw materials or technologies,

The gradual development of the company towards its internationalization begins when the management realizes the prospects that open up for companies operating on the global market. A further step towards internationalization is the analysis of the management's ability to use these prospects, and in the next phase, the assessment of the possibility of competing in the international environment, related to the assortment and production potential of the company, as well as in the field of marketing activities. It should also be considered whether the enterprise has sufficient financial, human and knowledge capital resources to be able to compete effectively with foreign competitors. This process ultimately leads to the decision to start internationalization.

**Internationalization marketing** and the internationalization of the overall activity of the company are the result of the impact of various factors related to the planned or obtained benefits of this process. These benefits, resulting from the presence on external markets and related to the profits resulting from conducting marketing operations on these markets, are determined by two groups of reasons. The first one includes market motives, i.e. the existing and forecast discrepancies in the conditions of operation of the enterprise in the country and abroad - when the mentioned differences indicate greater profitability of operating on the foreign market. The second type of determinants are cost motives, meaning, inter alia, the possibility of obtaining economies of scale when the company is present simultaneously on the domestic and foreign markets. Benefits may relate to manufacturing, marketing or sourcing issues and should cover the additional costs incurred in terms of customs, transport, insurance, etc., associated with expanding beyond the domestic market. Moreover, the existence of the so-called experience curve effect. The components of the above-mentioned categories of motives are also present in another group of internationalization factors, known as import (supply) factors. The driving force behind the internationalization process of the company may also be the tools of the economic policy of the home country's government, e.g. measures stimulating exports: trade contracts concluded at the inter-governmental level, tax breaks for enterprises producing for export (not constituting its subsidization in the light of the European Union regulations), export




credit guarantees, promoting the image of the country abroad and disseminating the results of market analyzes. Moreover, the causes of internationalization may lie in the instruments of the economic policy of foreign countries and be related to the increase in the attractiveness of their markets for foreign investors. The presented tools, related to the activities of the authorities of individual countries, are referred to as political motives.

Among the reasons why companies engage in international activities, market factors seem to have the strongest influence. It is not uncommon for companies to start exploring external markets when the local market is saturated or stagnates, and the demand for a specific good or service increases in the international environment. Modification of the realities of the market in a given country implies the need to redefine the company's marketing strategy, used therein, or the need to look for alternative solutions in terms of new sales opportunities.

Another division of the determinants of the internationalization of enterprises consists in distinguishing them as proactive and reactive, also defined as factors of the push and pull type. This classification is based on the relationship between the internal and external conditions of the company. Proactive factors of internationalization are motives which are based on: the knowledge of the management board, its inventiveness and understanding of the market environment and its dynamics, and therefore knowledge of the external market or the characteristics of target recipients, belief in the uniqueness of one's offer, orientation on the profits resulting from participation in the international market, benefits scale and tax, having technological advantages. The management's expectation is usually to obtain more income from foreign sales than domestic sales. The reactive factors of internationalization, on the other hand, have their source in the conditions and modifications of the local and foreign environment of the company, at the same time relating to the actions of the management board in response to external stimuli. This group of reasons include: production surpluses, saturation by the domestic market, competition activities (e.g. its internationalization), close proximity to external markets, a significant drop in sales results on the home market and internationalization of local partners.

**Marketing research** allow to conclude that enterprises that carry out the internationalization process based on proactive causes gain greater benefits than those driven by reactive factors, because they are more clearly focused on meeting the needs of external buyers and develop long-term marketing strategies on foreign markets. On the other hand, companies whose operations are primarily influenced by reactive factors are more involved in day-to-day operations and ad hoc projects, while being less focused on creating long-term plans.

Internationalization of marketing is associated with risks and threats, much greater and more diverse than in the case of functioning on the home market.



Increasing the involvement of a company's resources abroad is usually associated with an increase in the resulting degree of uncertainty, but the scale of the risk is largely dependent on the specificity of the target market. Diversification of this risk becomes a complementary factor for internationalization for enterprises, as it contributes to initiating activity in new markets, thus constituting a motive for moving to the next stage of internationalization.

## 1.4 The process of business internationalization

The decision to start operating in foreign markets means moving to competing in completely new conditions. Appropriate analysis of the environment in which the company will have to compete is a necessary condition for making decisions on the internalisation of operations. The environment of the company consists of:

- phenomenon,
- processes,
- entities.

Entering a new market, in particular a foreign market, a company has to deal with a number of barriers, each of which may lead to the failure of the entire enterprise.


Particular attention should be paid to:

- the need to gain access to distribution channels - when entering a new market, the company must ensure access to customers through appropriate distribution channels; in a situation where these channels are limited or the competitors have mastered them to a large extent, it is necessary to offer distribution companies better conditions for the distribution of products than those offered by companies previously operating in the sector; in the case of limited access to distribution channels, it is possible to create your own, independent channel of reaching the customer, but for small companies it is usually too expensive a solution; both entering the existing distribution channels and trying to reach recipients on your own require additional expenditure.
- expected retaliation measures - companies newly entering the sector should estimate how strong the reaction of competitors seeking to defend their own interests may be; admittedly, the reaction to the entry of small companies into the market is relatively small - due to the marginal impact of the introduced products on the entire sector - it is worth analyzing some factors proving this strength in order to minimize the risk; in this context, it is advisable to analyze:



- past behavior towards new competitors,
  - the level of consolidation of companies operating on the market so far, undertaking joint actions by them in relation to new competitors,
  - resources of existing companies that allow for the introduction of retaliation,
  - the level of companies' involvement in the activity in the sector (specialized companies take more decisive retaliation measures than companies operating in many different markets),
  - liquidity of resources invested by companies operating on the market so far - if the resources of these companies cannot be used in other types of activity, radical retaliation can be expected from them,
  - sector growth rate - in sectors where the demand is zero or very limited, the appearance of another competitor meets with the solidarity of companies operating so far, which do not agree to the loss of demand for the new company. The existing cooperation network and the strength of relationships between suppliers and recipients may also be of some importance here, which may block the access of new companies to distribution channels and sources of supply.
- the scale of capital needs - entering the sector usually requires incurring certain capital expenditure related to expenditure on production, advertising, research and development, loans to recipients, inventories, coverage of possible losses; in this case, entering companies are in a much more difficult situation than companies operating in the sector; in addition, in the case of operating on foreign markets, there is a need to incur extraordinary expenses for:
    - transport of products,
    - delegations,
    - communication,
    - translations,
    - legal and other analyzes,
    - maintaining a representative office.




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- state policy - the state may create barriers to entry through the requirements for obtaining a license to operate or a license to exploit raw materials; Standard economic policy instruments (including environmental standards, security regulations) will have a milder impact. The presented barriers to entry are not permanent. They change over time, both as a result of external conditions (changes in the state policy, expiration of patents, etc.) and internal conditions (conducting a vigorous promotional policy by the company, incurring high expenditures on research and development). Fundamentals of establishing the company's strategy For every enterprise, especially small enterprises, it is important to precisely define the pillars on which the future of the company will be based.
    - strictly defined products or services,
    - precisely defined customer expectations,
    - agreed ways to reach customers.

## 1.5 International marketing in the context of export internationalization

The goals set in the export marketing strategy must concern expansion into a strictly defined foreign market. There are five primary strategic goals in export, which may be the main goals for other goals:

1. Profit - setting a target in the form of export profit can be expressed as an amount or percentage.
2. Market share - percentage share of exports of a given product in total sales on a given market, expressed as a percentage.
3. Sales volume (volume) - may be expressed in terms of value or quantity, treated as a goal and also a measure of controlling the implementation of the adopted marketing strategy (it allows to determine the amount of profit and the exporter's share in the market).
4. Growth - may relate to various aspects of export activities such as profit, sales, employment, etc. (the target may be defined as e.g. increase in profit from export, increase in employment, etc.).
5. Creating an export product - a qualitative goal, difficult to translate into a numerical value. When creating an export product, we strive to ensure that competitive products are not perceived as substitutes that can satisfy the customer.

The degree of precision of export goals depends on the level of the strategic document, which is the export marketing strategy. The larger the company, the less precise the goals are and cover a larger area and target groups. Correctly



identified goals in export should meet the criterion defined by the acronym SMART:

- Specific - they should be specific;
- Measurable - should be measurable;
- Acceptable / ambitious - should be acceptable, achievable, ambitious;
- Relevant / realistic - should be real, achievable;
- Time-bound - should be reachable within a specified time span.

Exporter's guides recommended by international organizations such as OECD or the World Bank<sup>15</sup>, recommend clarifying the goals based on the analysis of answers to the following questions:

- What we offer, for whom, for what group (age, wealth, etc.).
- Where, in what area, in what area (country, region, subregion).
- How much will the value of exports be (quarterly, annual sales).
- From and until when (time of commencement of export sales, assumed period of conducting export activity on a given market).


**Adoption of export targets** should be preceded by an analysis of the possibility of achieving them with the available human, financial and production resources as well as specific external and internal conditions. The fulfillment of this condition requires the use of experience and knowledge of those who plan to export in the field of cause-and-effect relationships between the pro-export activities and the achievement of the assumed goals. It is about the so-called the theory of change, which can be described as follows: "if we use the available resources by implementing specific actions, we will achieve specific products and thus the desired change will occur"<sup>16</sup>. After correctly identifying the export targets, you can proceed to the next stage - the selection of indicators. Indicators at the level of objectives should be result indicators, i.e. they should reflect the direct effects of the implementation of the export development strategy consisting in the increase in the volume of exports, the value of trade, changes in customer attitudes towards the goods and services offered, etc. present output indicators that usually relate to the quantity of goods and services produced and sold<sup>17</sup>. As in the case of the principles of constructing goals, the evaluation criteria for indicators are often referred to as acronyms (eg SMART).

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<sup>15</sup>Kusek JZ, Rist RC, Ten Steps to a Results-Based Monitoring and Evaluation System. A Handbook for Development Practitioners, The International Bank for Reconstruction and Development / The World Bank, Washington 2004.

<sup>16</sup>Kot T., Weremiuk A., Indicators in strategic management, Ministry of Regional Development, Warsaw 2012.

<sup>17</sup>Ex-post evaluation. Research theory and practice, Polish Agency for Enterprise Development, Warsaw 2007.




Targets for result and output indicators are quantified export targets that are expected to be achieved within a specified time frame using existing resources. Their establishment allows not only to monitor the timeliness of achieving the intended goals, but also motivates to action and ensures responsibility control and transparency of actions taken. Reliable target setting in exports is one of the most difficult tasks in the process of creating the logic of the goal achievement monitoring system. This fact is caused by both objective issues, related to the imperfection of scientific methods, and subjective ones. Sometimes in order to obtain immediate profits, in the process of estimating target values, there is a temptation to set goals that are easy to achieve or to come up with unrealistic values. There are a variety of variables, of a different nature, that influence the setting of export targets. Realizing this fact and their reliable analysis is the basic condition for correct estimation.

Factors influencing the setting of planned export targets include, in particular:

- precise setting / definition of the goal;
- market trends (impact indicators);
- stability of unit costs (impact on the output indicator);
- the level and structure of financial outlays, including the cost of material and personal resources (real cost of the intervention);
- indicator type (output indicators are easier to estimate than result indicators);
- duration of the activity - the shorter it is, the easier it is to make estimates, the lower the risk of the impact of unforeseen factors;
- type, size and complexity of the activity - it is easier, for example, to estimate the products and results of a simple intervention consisting in an increase in the volume of exports than an intervention aimed at improving the position of a company / product on a given market;
- consumer expectations, social expectations;
- external factors that may affect the actions taken, such as unforeseen global economic turmoil.

In practice, the determination of planned export targets is used to:

- result and impact indicators - at the strategic and program level, the method of extrapolation of market trends adjusted for the impact of the intervention estimated on the basis of benchmarking and expert assessments resulting from market research;

- 
- product indicators - in addition to expert assessments and results obtained by similar companies (benchmarking), it is helpful to calculate the so-called unit cost of a product, i.e. the average cost of manufacturing a given product.

Practice proves that these costs often differ significantly, so it is recommended to carry out their in-depth verification, taking into account all conditions (e.g. labor costs, costs of raw materials, transport and customs costs, advertising costs, costs of adaptation to the conditions and customer expectations in a given market, etc.). The criteria related to methodological correctness require that the indicators:

- limited the possibility of presenting apparent effects;
- limited the possibility of distortion;
- enable an unambiguous and intuitive interpretation of the scale and direction of changes;
- are methodologically correct and statistically reliable.

An example of showing apparent effects may be presenting only the output indicator without taking into account the result indicator in the form of the value of the exported goods. On the other hand, an example of an indicator that is difficult to interpret is the percentage of use of manufactured goods in export. The high share of exports in the total value of production may well indicate a high level of exports and a low volume of goods production. On the other hand, the low level of exports may indicate overinvestment in the production of non-export goods.

Before deciding to start exporting, the entrepreneur should answer the question whether the company is prepared to start this type of activity and whether it has sufficient knowledge, skills and staff necessary to carry it out.

The prospective exporter must therefore obtain confirmation that:

- has a strong position on the domestic market - it is a good measure of the company's features, eg management effectiveness;
- has competences in the field of export (employs people educated in the field of foreign trade, with experience in cooperation with foreign companies and knowledge of foreign languages);
- customers are satisfied with the products they offer;
- customers are served quickly and competently, which proves that the company's structure is adequate to the tasks and the right staff is selected;

- customers recommend his products to their friends, which may prove good PR and effective advertising;
- his company respects its obligations - responsible treatment of customers and business partners is the key to getting good contracts abroad;
- his company has excess production capacity, which means it can meet the needs of a new market and often decides to establish cooperation with a foreign partner;
- his company has access to raw materials and free financial resources;
- the profitability of another market is higher than that of the main market;
- they know the markets where the product is attractive (in terms of price, quality, technology);
- saw an opportunity on the market which will be or is in the phase of dynamic growth in a given industry;
- the impact of direct competition on the target foreign market is not very strong and does not prevent exports;
- increasing the production scale will significantly improve the company's efficiency, eg the unit cost of production will drop;
- exports will increase the company's prestige on current markets;
- entering new markets will increase sales stability;
- the life cycle of the company's products, which are in decline on the primary market, will be extended.

## 1.6 Distribution channels for export products

Distribution is the distribution of products from the producer to the end buyers. Organizing distribution is about selecting and motivating merchants, maintaining stocks, arranging transport and storing products. A distribution channel is a group of interconnected enterprises, institutions and agencies that direct the flow of products from producers to buyers. The distribution channels for industrial products are generally shorter than the distribution channels for consumer products and therefore less cost-intensive. The process of creating a distribution channel consists in selecting intermediaries and determining the scope of their powers and responsibilities. Creating a distribution channel for goods and services involves considering two issues: the choice of the location of the broker and the choice of the form and scope of service provision.





## Distribution channels are divided into two basic types:


1. direct channels,
2. intermediate channels.

**Direct channel** it consists of two levels - the producer and the final buyers. There are no intermediaries in such a channel, the producer at his own expense and risk reaches end buyers with the goods, establishes commercial contacts with them directly (e.g. through a chain of own stores, online sales). The organization of a direct distribution channel requires the producer to invest in a second, different type of activity. In practice, it may consist in the development of its own commercial network or capital integration of the producer with enterprises operating in the sphere of trade through their purchase, merger, company formation, etc. Direct channels dominate the market of investment goods and raw materials. Machines, devices, tools, often non-standard and adapted to individual needs, are used for a long period and have high prices.

**Direct distribution channels are also present on the market of consumer products, such as the company stores of car manufacturers ("Toyota", "Skoda", "Volvo"), branded footwear ("Venezia", "Nike", "Puma", "Adidas"), luxury clothing ("Boss", "Armani", "Ralph Lauren"), furniture ("Kler", "Natuzzi", "Alberto Neri"), confectionery from renowned producers ("Wedel", "Kopernik", "Wawel"), etc. Producers create direct distribution channels.**

The advantages of these channels are that they provide:

- full control of the producer over the sale of manufactured products, prices, and the level of services provided to end buyers;
- fast, direct, two-way flow of market information between the producer and customers;
- the ability to quickly adapt the offer to changes in demand in the served market segment;
- the possibility of shortening the time of the flow of products from producers to final buyers;
- relatively faster flow of payments for purchased products;
- the possibility for the producer to achieve a higher profit from direct sales of products;
- possibility of establishing direct and lasting relationships with customers, building a group of loyal buyers;
- greater possibilities of branding and testing new products.




The disadvantages associated with the use of direct channels by manufacturers include:

- the need to bear distribution costs and the risk of selling;
- limiting the scope of market penetration to the capacity of its own distribution network (salesmen, branches);
- the need to expand the structures of the production company with the commercial segment;
- deferred effects of building cost-intensive and time-consuming relationships with customers (costs of lease or purchase of commercial space, personal costs of sellers, training, business trips, telephones, commissions, advertising, storing inventory, etc.). The assessment of direct distribution channels shows that they are not always a cheaper solution, because the integration of production and distribution in one enterprise generates additional costs.

**Intermediate channel** consists of the producer, intermediaries and end-buyers. The intermediary in the distribution channel is a natural or legal person who helps in transferring the ownership of the product to the final buyer. Intermediaries, according to the criterion of their participation in the flow of property rights, are divided into:

- merchant brokers who take ownership of the products (importers, wholesalers, retailers);
- brokers-agents who do not buy products, but try to bind buy and sell transactions (agents, brokers).
- The participation of individual intermediaries in the distribution of export products depends on the sum of benefits they provide to suppliers and recipients. Distribution channel intermediaries perform the following functions:
  - transactional - they deal with negotiating the terms of export contracts, concluding sale and purchase transactions, and transferring title to property;
  - logistic - they deal with ordering products, organizing deliveries, storing, sorting, transporting, customs clearance;
  - auxiliary - they collect market information, examine demand, settle and credit export transactions.



Indirect distribution channels dominate the consumer product markets, especially the food market. The tasks of intermediaries in these channels include transforming the production assortment into a commercial assortment, providing buyers with continuity of sales and the freedom to choose goods, offering them products in convenient locations. Indirect channels also exist in the services market. This is due to their immaterial nature, no need for storage and transport, low susceptibility to standardization and the personal nature of their services. To a lesser extent, indirect channels exist in the market of industrial products. Intermediaries are primarily agents and wholesalers called distributors. The advantages of indirect distribution channels can be identified by determining the benefits,

Use of export intermediaries:

- increases the market penetration and potential sale of the product;
- it facilitates the expansion of the exporter to new, previously unsupported markets;
- reduces the number of transactions with final buyers, which lowers distribution costs;
- allows you to benefit from the broker specialization;
- relieves the exporter from incurring costs related to finding buyers, building his own sales network, employing sales personnel, and maintaining stocks;
- reduces the exporter's risk by a part of the liabilities transferred to the broker;
- Releases the exporter from performing activities aimed at adapting the products to the needs of the final buyer (eg packaging).

The disadvantages of indirect distribution channels in exports include:


- partial or total loss of direct control over the choice of final buyers, prices, promotion, after-sales service, quality of customer service;
- extended payment period, which means lending to an intermediary;
- greater potential for conflict to arise;
- negative consequences resulting from the intermediary's failure to meet his obligations, ignoring the exporter's expectations, low qualifications of sellers, etc.

## 1.7 Marketing strategies in export - marketing mix and marketing context<sup>18</sup>

At the enterprise level, marketing strategies in export are most often described as forms of entering the foreign market in the marketing context, conditioning the long-term activity of the company on a given market. Marketing strategies in export are also defined as "ways of fulfilling the company's market intentions on the target market, which should guarantee the effective allocation of resources and the implementation of coherent marketing activities in order to achieve the goals of the enterprise as a whole in a given market or in the context of a specific product." The chosen export marketing strategy defines the methods and possibilities of the company's control over the marketing operations conducted outside the country. In practice, we understand the marketing strategy in export as a carefully selected set of activities, with the help of which the company wants to achieve the set strategic goals in new markets. Goals may relate to introducing goods or services to them, increasing the company's share in a given market, increasing profits and / or building a positive image of the company. Bearing in mind the attractiveness of the market and their competitive position, companies adopt one of the three marketing strategies in export: expansion, selective development or exploitation and decommissioning. The choice of the right export strategy will determine the success of the market and the company's long-term development prospects. The key issue is not whether the enterprise should enter foreign markets, but how and when to take the first step. As the Chinese proverb says: Even the longest journey begins with the first step. Goals may relate to introducing goods or services to them, increasing the company's share in a given market, increasing profits and / or building a positive image of the company. Bearing in mind the attractiveness of the market and their competitive position, companies adopt one of the three marketing strategies in export: expansion, selective development or


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<sup>18</sup>Cf. Bartosik-Purgat M., Schroeder J., Organization of foreign market research in the light of the challenges of the contemporary world market - results of a study of Polish exporters Challenges of the global economy, Works and Materials of the Institute of Foreign Trade of the University of Gdańsk, No. 31 (1) / 2012, p. 445–460; Biuro Wsparcia Eksportu Województwa Łódzkiego (2017), Commodity structure of exports, <http://bwe.lodzkie.pl/struktura-towarowa-eksportu/>, access date: 15/09/2019; Fonfara K. (ed), International Marketing. Contemporary trends and practice. PWN, Warsaw 2014; Grzegorzczak W., Marketing on the international market, Oficyna Wolters Kluwer business, Warsaw 2013; Grzegorzczak W., Krawiec W., Strategies of expansion of Polish enterprises to foreign markets. Stages and Forms, University of Łódź Publishing House, Łódź 2019; Janeczek U., Marketing communication strategies of enterprises operating on foreign markets, "Economic Studies of the University of Economics in Katowice", No. 2/2013, pp. 22–41; Mieczan P., Polish regional export in 2016, <https://www.eksport.pl/2018/03/06-polski-eksport-regionalny-2016/>; Rymarczyk J., Internationalization and globalization of the enterprise, PWE, Warsaw 2005; Leather M., Foreign trade in Poland and Małopolska in 2017, Małopolskie Observatory of Regional Development, Kraków 2-018, <http://www.Observatorium.malopolska.pl/wp-content/uploads/sites/4/2019/01/Handel-foreign-w-Polska-i-Malopolsce-2017.pdf>, access date: 2.01.2019; Szymura -Tyc M. (ed), International Marketing in Europe, University of Economics in Katowice Publ., Katowice 2012; Wiktor JW, Chlipała P., Marketing strategies of Polish enterprises on international markets, PWE, Warsaw 2012; Zentes J., Swoboda B., Schramm-Klein, Internationales Marketing, Verlag Vahlen, München 2006; Żbikowska A., Determinants of export expansion of Polish enterprises, "Marketing i Rynek", No. 2/2013, pp. 24–30.



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**Marketing context (context marketing)** - delivering content tailored to the expectations of potential buyers at the right time, through an appropriate communication channel. Marketing strategy in export - the process of defining the long-term goals and intentions of the organization and adopting directions of action, as well as allocating resources necessary to achieve these goals. The export marketing strategy should be an element of the company's development strategy describing the goals, position and possibilities of the company



on the domestic and foreign markets, each of the company's goals is related to gaining an advantage over the competition. The more advantages, the greater the chance of strategy implementation and export success. The marketing strategy in export is a catalog of activities that determine and make the success in export more likely, describes the process of gaining an advantage over the competition, consisting in offering contractors more favorable conditions for the purchase of goods and services. The advantages over the competition relate primarily to the price, quality, terms and conditions of delivery, warranty, service, etc. The marketing strategy in export is also a set of professionally selected tools and methods of gaining a competitive advantage in a given period, taking into account the potential and market phenomena, facilitates optimization and monitoring of managerial decisions, enables monitoring and evaluation of processes related to the implementation of exports. Marketing strategies in exports based on contracts do not require a large commitment of capital resources, as they are based on long-term contracts with foreign partners, including various forms of cooperation. Good to remember, that contract strategies also include the ability to sell licenses and management contracts. The marketing strategies in exports that require capital commitment include:

- organization of own sales network on the foreign market;
- mergers of enterprises into joint-ventures with the intention of conducting joint activities;
- foreign direct investment (FDI).



# THE CONCEPT AND FORMS OF INTERNATIONAL MARKETING

## 2.1 International and global marketing - definitions and forms

**Foreign markets** are an important element of the development strategy for many Polish companies. When looking for development opportunities, remember that the services and products we offer are still competitive in relation to more expensive Western products. But today it is not the most important and, as it used to be, often the only element of choice. In order to prepare well for foreign expansion, you need to think over many details and plan it accordingly. Many Polish companies already operate in a foreign market environment, encountering a lot of related problems. Many companies withdrew from foreign markets, unable to cope with local conditions<sup>19</sup>. Both **marketing international** as well as global are related to doing business on markets foreign.

**International Marketing** is defined as the market activity of business outside the national borders of the organization in the conditions of competition, using the developed instruments of influencing the market, aimed at making an exchange beneficial for many parties to the market, taking into account institutional conditions<sup>20</sup>. In the case of international marketing, it is assumed that foreign markets differ in terms of market segments as well as needs, in terms of organization of activities, etc. The task of international marketing is therefore to adapt the product going abroad to the needs of each market. In global marketing, assumptions are made: consumers all over the world have some of the same needs; Therefore, there is a product that can be sold under all conditions and on any market, as it satisfies the same needs everywhere. Such a product is called a global or global product.

**International Marketing** is a series of activities undertaken in the country of origin of the product or service and in the country / countries of destination by enterprises that are to meet the needs of local recipients. In such activities, it is necessary to take into account different social systems that require a separate approach to sales and marketing. It is necessary to examine the needs of buyers in different countries, to identify the conditions that allow the company to operate or hinder it. Then we analyze the available competition and the already developed products and their packaging, prices, product distribution channels and marketing information, because they do not always coincide with the initial model. Unfortunately, you have to be prepared for the fact that

<sup>19</sup> Kuciński Ł., <http://www.biznesplus.pl/marketing-miedzynarodowy-czego-jesc-czego-pic/>. Date of reading: 07/25/2021.

<sup>20</sup>More: Piżło W., Marketing international European point of view, ed. SGGW, Warsaw 2019.

the business and social environment is often completely different from the one we know,<sup>21</sup>.

Both in the literature on the subject and in economic practice, there are various terms related to the subject matter, among others<sup>22</sup>:

**Export Marketing** - this term is understood as marketing activities relating to exports (both indirect and direct), i.e. to the sale of the company's products on markets other than the home country. It is based on the assumption that the structure and conditions of the domestic and foreign markets are very similar, therefore the marketing strategy on individual markets is not individualized.

The following factors determine the specificity of international marketing<sup>23</sup>:

- a fundamentally different shape of the macro- and micro-environment of an enterprise operating on the international market, mainly in terms of political, legal, economic, cultural systems, etc. ; - usually greater complexity and turbulence of the market and the environment, determining the scale of risk and uncertainty of operations in the international dimension;
- different systems of market competition in the international class.
- the greater challenges of internationalization for corporate executives;
- large and growing requirements for the concept and organization of activities that cross national borders.

**Marketing on foreign markets**- treated as the opposite of marketing on the domestic (internal) market. Literature also mentions foreign marketing, which means marketing activities carried out within the foreign market by the company's own branches<sup>24</sup>.

A related term is multinational (multinational) marketing, emphasizing the specificity of individual foreign sales and distribution markets and advertising models.

<sup>21</sup>Cf. Duliniec E., Marketing research in enterprise management, PWN, Warsaw 1999; Duliniec E., International Marketing, PWE, Warsaw 2004; Encyclopedia of international issues, ed. E. Cała-Wacinkiewicz, R. Podgórska, D. Wacinkiewicz, CH Beck, Warsaw 2004; Grzegorzczak W., Marketing on foreign markets, Library of Manager and Banker, Warsaw 1998; Grzegorzczak W., Marketing on the international market, Oficyna Ekonomiczna, Krakow 2005; Sznajder A., Marketing strategies on the international market, PWN, Warsaw 1995.

<sup>22</sup>Smalec A., International Marketing. Selected issues, University of Szczecin, Szczecin 2012, pp. 13-15.

<sup>23</sup>Wiktor J., Oczkowska R., Żbikowska A., International marketing. Outline of problems, PWE, Warsaw 2008

<sup>24</sup>Kotler Ph., Marketing, Rebis Publishing House, Poznań 2005; Kumar BN, Handwoerterbuch Export und internationale Unternehmung, Schäffer-Pöschel Verlag, Stuttgart 1989; Levitt Th., The marketing imagination, Free Press, New York 1996; International marketing and foreign trade, pr. Coll., West Pomeranian Business School Publishing House, Szczecin 1993, p. 2 and International Marketing. Conditions, instruments, tendencies, ed. E. Duliniec, Oficyna Wydawnicza SGH, Warsaw 2007.

## 2.2 Euromarketing and intercultural marketing

You can also talk about euromarketing, which - to put it simply - is defined as marketing in the countries making up the European Union<sup>25</sup>. The concept of euromarketing appeared in the literature at the end of the 1970s. Its creator was R. Seebauer, who believed that one should strive to standardize research activities and to create and implement a marketing mix strategy by European companies. The process of creating a single market of the European Union was conducive to the development of such a concept. The introduction of uniform legal norms, standards, trade liberalization, the free movement of capital, labor, services, and the abolition of customs duties resulted in changes in market conditions. These processes have also led to the emergence of new attitudes, behaviors and needs of buyers and the emergence of new groups of consumers in Europe. The process of integration of the European market has led to the transformation of the existing national markets into regions of the common European market.

Currently, an important element of euromarketing is the standardization or differentiation of marketing activities. The emergence of a single EU market leads to the globalization of the Euro-market. However, it did not cause significant changes in the mentality, habits and behavior of consumers in Europe. There are still differences between individual countries or regions and it is necessary to take them into account when designing marketing programs.

It can be concluded that the choice between standardization and differentiation on the European market depends on the choice of national markets and their groups (regions) and the adopted internationalization orientation. It can also be said that euromarketing is a variant of regiocentric orientation, so it is located between national marketing and global marketing. In practice, this means the use of a large extent of standardization of the marketing strategy in the areas of Euroregions (groups of countries or segments of buyers) and a relatively high degree of differentiation between these Euroregions. Thus, for example, the products manufactured so far in one of the European countries will still be produced there, not only for the needs of the consumers of that country, but also for consumers with similar characteristics from other countries on the euro market.<sup>26</sup>

In the literature, you can find different marketing strategies related to the implementation of the regiocentric orientation. Stands out:

- a Euro-international strategy,
- a euromultilocal strategy,
- euroglobal strategy,

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<sup>25</sup>Source: Komor M., Euromarketing. Marketing strategies of enterprises on the euro market, Warsaw 2000.

<sup>26</sup> More: Kaynak, E., Ghauri P, N., Euromarketing: Effective Strategies for International Trade and Export, International Business Press, New York - London, 1994.

- eurodal strategy.

The Eurinational strategy corresponds to the ethnocentric orientation and is usually used by enterprises with little resources and experience in operating on foreign markets. The most frequently used then is direct or indirect export. The Euromultilocal strategy corresponds to a polycentric orientation, which means the implementation of separate marketing strategies for individual European markets. Here too, direct export is used to a large extent. The euroglobal strategy corresponds to the geocentric orientation and comes down to the application of a uniform marketing strategy throughout the Euro-market. On the other hand, the Eurodal strategy combines elements of the Euroglobal and Euromultilocal strategies. The latter two strategies are used by enterprises with large financial resources and considerable experience in operating on foreign markets. It seems that in the case of the Euro-market, however, the Eurodal strategy is most often used, because it takes into account the specificity of the markets of individual European countries and at the same time assumes the majority of uniform actions on these markets<sup>27</sup>.

There is also intercultural marketing, which is a form of enterprise activities in a diverse multicultural environment. Culture becomes the main distinguishing feature of a marketing strategy. The company uses the similarities and cultural differences to build a strategy implemented on a global market. The concept of intercultural marketing assumes that an enterprise, when undertaking marketing activities aimed at foreign markets, takes into account their cultural specificity. On the one hand, it is about taking cultural differences into account and adapting marketing where necessary. On the other hand, the perception of cultural similarities within the group of national markets is the basis for international (e.g. regional) unification of marketing activities, somewhat across the borders of the countries concerned by this, which gives economies of scale and an experience curve effect. In practice, this means that, for marketing decisions, the analysis of the elements of the cultural environment of the target markets is of particular importance, often independent of national affiliation and other elements of the environment.<sup>28</sup>.

Each company entering foreign markets is a complicated process, most often it is evolutionary. The main steps in this process are:

- assessment of the international marketing environment (zeconomical,law-politicalandcultural pointvision);
- decisions regarding the sale abroad (product, quantity, method of sale, selection of partners);

<sup>27</sup>Komor M., Euromarketing. Marketing strategies of enterprises on the euro market, PWN, Warsaw 2000; Sznajder A., Euromarketing, conditions on the European Union market, PWN, Warsaw 1997.

<sup>28</sup> Duliniec E., International marketing and intercultural marketing, "International Journal of Management and Economics" No. 19/2006, pp. 6-24 2006

- selection of markets (size, level and distribution of buyers' income, transaction costs, competitive benefits, risk level);
- choice of the method of market penetration (direct or indirect export, strategy of a relationship with a foreign enterprise, strategy of direct investment);
- decision on the selection of a marketing program - in the field of product, price, promotion and place;
- decisions regarding the organization of marketing.

## 2.3 Practical aspects of intercultural marketing in expansion into foreign markets

Marketing activities in the global field take into account differences in cultural beliefs, norms and perceptions of the world of consumers of diverse cultural origins. For intercultural marketing to be effective, intercultural differences need to be identified, understood and respected. Business has to communicate on different "wavelengths" and adapt to different markets around the world<sup>29</sup>.

In developing an international marketing strategy, research illustrating people's behavior at the national level is taken into account. Nations are analyzed in terms of Gross National Income, Education Level, Media Accessibility, Social Media Use, Infrastructure, Retail, and Product Categorization. The use of knowledge about the values professed from mentality and embedded in culture at the national level is helpful in understanding consumer behavior and their purchasing decisions. It cannot be determined on the basis of the analysis of demographic data concerning the amount of earnings or place of residence. The willingness to choose a given product is to a large extent culturally determined, therefore, in order to construct an appropriate message or packaging, it is necessary intercultural knowledge.

Marketing activity on foreign markets is characterized by a certain degree of standardization, although, as can be seen from the practices of companies, the still prevailing cultural differences require adaptation of activities.

*The LPP clothing company, which owns 6 clothing brands (Reserved, Mohito, Tallinder, Cropp, House, Sinsay), has a network of 1,700 stores in Central and Eastern Europe, and since 2016 also in the Middle East, Egypt, Saudi Arabia, Qatar, Kuwait and the United Arab Emirates. In the case of stores in Europe, full*

<sup>29</sup> Wilkinson IF, Cheng C., Perspectives: Multicultural marketing in Australia: Synergy in diversity, "Journal of International Marketing", Vol. 7 Issue 3/1999.

standardization is possible in aspects such as collection, brand and promotional message. In other aspects such as brand promotion, store location, store design, franchising system and customer service procedures - standardization is only partial.

Cultural conditions force adaptation. In European countries, the prices of clothing products are partially adapted to the countries where they are sold. In the case of more geographically and culturally distant countries, for example, the degree of adaptation and taking into account cultural determinants is much greater. The following fragment of the LPP press statement from 2016 illustrates the application of knowledge about cultural conditions in introducing products to foreign markets.

*Currently, in RESERVED stores located in the Middle East, we offer the same collections as in all other countries. For this region, however, the choice of specific models is of great importance. For climatic reasons, we are limiting the winter offer, moreover, during the most important Muslim holiday, Ramadan, we are increasing the offer of elegant models with more modest cuts. Bearing in mind the scale of our development in this region, we are considering creating collections dedicated exclusively to our customers in Arab countries in the future-*

Hubert Komorowski, vice-president of the management board of LPP responsible, inter alia, for development in the Middle East.

How to implement cultural knowledge in creating a marketing strategy?

Below are 3 aspects that need to be considered before losing money and image in culturally maladjusted marketing activities:

### 1. Language

*Product names in foreign languages can turn into profanity. This was the case of Procter & Gamble, which changed its name to Wick when introducing the Vics Vapo Rub ointment. In German, V reads as "f" and fick is profanity for a sexual act.*

### 2. Values

*When creating a message for a specific target group, you should get to know the values that guide them. In Arab countries, values are primarily family, honor and good name. Applied Science University, a leading technical university in the Kingdom of Bahrain, that offers a study program in cooperation with London South Bank University, in its advertising materials aimed at potential students, the first place of the benefits of studying at their university is: "Save on high living costs and fees for studying in England, live close to your family and friends in Bahrain while earning a British degree.*

**In Hawaii, collective values are also cultivated.** Much importance is attached to the so-called ohany or family, our immediate surroundings. Ohhana includes



family, but also animals and friends with whom we form close relationships. Molekulele Airlines is the first US airline based on Big Island, Hawaii, founded by native Hawaiian Rebecca "Kawehi" Inaba. In their marketing materials, these lines use the following message:

*"Molekulele Airlines is a family run business that wants to look after you and all your ohana as well. So we always warmly welcome your dog and / or cat on board our flights. Moreover, your children under the age of 12 will receive a 25% discount when they travel with you<sup>30</sup>".*

### 3. Habits

*Kellogg lost millions of dollars when he introduced his breakfast cereal to the Indian market in 1991 because he ignored local eating habits. Indians are used to eating a hot meal in the morning, so they started pouring warm milk over the cereal and it turned into an unappetizing mush. Even the introduction of the line of petals in local flavors: coconut, mango and rose did not save the mistake. In the case of native flavors, the Indians preferred the products of local producers and were still not convinced to eat cereals for breakfast. Breakfast cereals are present on the Indian market, but they enjoy the interest of a very small group of customers, such as foreigners living in India holding high positions and Westernized residents,<sup>31</sup>.*

## 2.4 Definitions of international (global) marketing according to various authors

**International Marketing** removal of psychological and geographical barriers to the procurement of goods can be helped by harmonizing standards, working methods and monetary unity within the Community. These goals can be achieved only on the condition of perfect knowledge of the marketing rules, which include: learning about the rules governing the economy of the Community, analyzing the infrastructure of the selected market and deciding to choose a strategy to enter the selected market<sup>32</sup>.

According to Lucyna Witek and Jan Adamczyk, the concept of international marketing, through its nature and specificity, is associated with such terms as export marketing, euromarketing, intercultural marketing, global marketing and international management. Strategic decisions of enterprises on the international market concern the choice of the form of activity: export, sale of licenses, creation of a franchising system, establishment of joint ventures with a

<sup>30</sup> [www.molekulele.com](http://www.molekulele.com)

<sup>31</sup> Richter K., <https://businessandprestige.pl/komunikacja-miedzykulturowa-3-aspekty-marketingu-miedzykulturowego-ktore-powiniem-znac-kazdy-przedsiębiorca-podbijający-rynki-zagraniczne/>  
More: Glinka B., Jelonek A, W., Zarządzanie intercultural, IBUK Libra & Publishing House of the Jagiellonian University, Kraków 2011.

<sup>32</sup> Gibbs P., [How to do business in the European Community](#), Nowe Wydawnictwo Polskie, Warsaw 1990, p. 23.

foreign partner or establishment of their own production plant abroad. Enterprises offering products on international markets can choose the following strategies: unifying prices on all markets, applying different prices on the domestic and foreign markets, or using competitive market prices on all markets.

**Strategic decisions of enterprises on the international market** concern the choice of the form of activity: export, sale of licenses, creation of a franchising system, creation of joint ventures with a foreign partner or creation of own production plant abroad<sup>33</sup>. A company can consider four types of international market action with respect to brands: branding or not branding its products, using a manufacturer's or distributor's brand, using one or more brands in the same market, and using a global brand.

Assuming the determination of the scope of international marketing as a basis, the following areas of analysis important for market activity should be indicated: - domestic environment of the company, - foreign environment of the countries in which the company operates, - economic situation, - political forces, - legal infrastructure, - cultural factors, - competition forces, - technological level in individual countries, - technical infrastructure.

The changes in distribution processes are also influenced by the Internet, which changes the structure of the international marketing channel. These changes consist of<sup>34</sup>:

- elimination of traditional intermediaries,
- the emergence of new intermediaries,
- entering the Internet market of companies operating on the traditional market as intermediaries.

The main benefits of decentralizing the activities of an international company are the ability to make decisions regarding the further development of the product range, price, promotional activities or the selection of the distribution channel at the lowest level, i.e. by the local manager of the branch or branch of the company. Thanks to his knowledge, the company flexibly reacts to the needs of the market. Decentralization also prevents the collection of unnecessary information at the headquarters of the multinational company. Management responsibilities are distributed among managers at each level, and general managers can focus their attention on developing a global strategy for companies<sup>35</sup>.

In turn, K. Karcz defines international marketing as coordinated activities undertaken by enterprises on the international market, which aim at satisfying the

<sup>33</sup> Witek NS, Adamczyk J., International Marketing, Publishing House of the Rzeszów University of Technology, Rzeszów 2008, pp. 36, 47, 72, 87.

<sup>34</sup> Witek NS, Adamczyk J., International Marketing, Publishing House of the Rzeszów University of Technology, Rzeszów 2008, p. 112.

<sup>35</sup> Witek NS, Adamczyk J., International Marketing, Publishing House of the Rzeszów University of Technology, Rzeszów 2008, p. 153.

needs of buyers through the process of exchange taking place between the social systems of different countries. These activities include identifying the needs and expectations of buyers and the foreign environment in which the company operates, shaping and developing products, setting prices and selecting the appropriate distribution channels.

T. Sztucki defines international marketing as the entirety of active activities of enterprises aimed at satisfying the needs and solving problems of buyers in all countries with the help of a marketing mix corresponding to their requirements.<sup>36</sup>

Ewa Kosińska defines international marketing as a set of rules and marketing instruments (tools) for operating on international markets, including the global market. The information needs of enterprises operating on international markets lead to the search for data in three different research areas / areas. Marketers gather:

- general information about the country or market for potential expansion;
- data needed to determine the company's operating conditions in the future (they are associated with forecasting trends in changes in the environment);
- detailed market information used in creating marketing plans and in shaping product, distribution, pricing and communication policies<sup>37</sup>.

The author notes that each company, whether operating on one domestic market or offering products on many international and global markets, depends on various factors in the environment. The environment of the enterprise consists of all external factors that affect or may affect the ability of the company to establish and effectively conduct transactions with customers. This definition characterizes both the environment of an organization offering products only in one country and the environment of international and global enterprises. It should be noted, however, that the wider - in the geographical sense - the scope of the company's activity, the more diversified the company's activity will be, the more variables the company will have to take into account.

## 2.5 Forms and dynamics of marketing internationalization and models of international marketing functioning

The forms and dynamics of marketing internationalization, goals, marketing strategies, as well as all decisions of the management of the company depend to a large extent on the adopted orientation of the company's operations. Generally, it can be stated that the international orientation of enterprises is a set

<sup>36</sup> Sztucki T., *Marketing of the entrepreneur and the manager*, Placet, Warsaw 2000, p. 19.

<sup>37</sup> Kosińska E. (ed.), *International marketing. Outline of the problem.*, PWE, Warsaw 2008.

of attitudes of the management of the enterprise towards the problems of internationalization, a kind of philosophy relating to the company's activity on international markets.

The position of the marketing unit and its structure depend to a large extent on the internationalization orientation of the enterprise. According to S. Ghoshal and N. Nohria, the organizational structure of an enterprise operating on international markets must integrate the operations and transactions that take place on the markets of the whole world within a single administrative system, which allows for optimal employment of production factors owned by the enterprise and full use of all benefits, wherever they may be<sup>38</sup>.

As a rule, companies conducting international marketing initially send goods to other markets, then create an export department, which, with further sales growth, expands its functions. It is important to shape an organizational structure that is adapted to the current situation of the enterprise, the importance of foreign markets for it, as it enables the implementation of activities in the turbulent environment of the global market. A large part of enterprises sooner or later establish international departments, delegating to them the management of their foreign activities. Companies can also take the form of global organizations. Many corporations do not stick to one type of organization but use them interchangeably. However, it should be emphasized that<sup>39</sup>.

**Behind model functioning of international marketing** we adopt a full description of the factors influencing the functioning of the company in the international environment and the interdependencies between them<sup>40</sup>. It should be noted that companies starting their marketing activities on foreign markets enter completely different micro and macroeconomic environments, the same is target market.

Shaping factors models international marketing<sup>41</sup>:

1. Macro-environment:
  - System economic
  - Political and legal environment
  - Development technical
  - Cultural environment
  - Natural environment and ecological regulations
  - Social conditions

<sup>38</sup> Ghoshal S., Nohria N., Organisational forms for multinational corporations, "Sloan Management Review", Winter 1993.

<sup>39</sup> Kotler Ph., Marketing management, Prentice Hall, New Jersey 1984. Kotler Ph., Marketing. Analysis, planning, implementation and control, Gebethner & Ska Publishing House, Warsaw 1994. Kotler Ph., Marketing, Rebis Publishing House, Poznań 2005.

<sup>40</sup> Hutt MD, Speh TW, Management Marketingiem, PWN, Warsaw 1997, pp. 291-320.

<sup>41</sup> Kotler P. ; Armstrong G. ; Saunders J. ; Wong V., Marketing- European textbook, PWE, Warsaw 2002, pp. 223-252.

2. Micro-environment:
  - Competitors (local, regional and national)
  - Financial institutions (banks, insurers, etc.)
  - Unions (their strength and social support)
  - Suppliers and partners
  - Diversity of means of transport and condition of infrastructure
  - Service companies towards the enterprise
3. Market target:
  - Consumers
  - Enterprises
  - Government institutions
  - Intermediaries
  - Non-profit organizations

To model was full should also be specified range the company's involvement in the international market. We distinguish the following ways of participating in the international market (according to the increasing degree of complexity and commitment)<sup>42</sup>:

- Export
- Contractual links (licenses, franchising, management contracts)
- Strategic alliances
- Companies of the type Joint venture
- the so-called Multi-Country Strategies
- Strategy global

## 2.6 Examples of international marketing strategies

### Starbucks<sup>43</sup>

The Starbucks chain is a perfect example for presenting international expansion. One of the most important rules that Starbucks maintains is taking care of its customers. Based on some 2017 research reports, Starbucks serves the needs of middle- and upper-class men and women who have the financial capacity to receive regular Starbucks premium drinks and offerings. Starbucks is designed to provide its customers with the best coffee in the world without compromising their principles during development. From the very beginning, the Starbucks founders focused on creating a store that would be a "third place"

<sup>42</sup>Kotler P.; Armstrong G.; Saunders J.; Wong V., Marketing - European textbook, PWE, Warsaw 2002, pp. 448-449; Michalski E., Marketing - academic textbook, PWN, Warsaw 2004, pp. 547-549.

<sup>43</sup> More: <http://www.ajkshop.pl/czego-jest-strategia-marketingowa-starbucks/>

after the workplace and home. This may be reflected in the new Starbucks Mission Statement that “inspires and nurtures the human spirit where it is, with every cup. As you can see, this can tell you that Starbucks has always been focused on creating real customer relationships, baristami and company. Starbucks has an excellent Rewards program to encourage customers to buy their products. These rewards include free in-store refills, free products, gift cards, and cashback offers. Discounts and many other offers ensure that customers feel they are benefiting from the Starbucks ecosystem. You can do the same with your business by following a referral program. You can easily manage any referral program using software like Omnistar to ensure your business grows. Increasing sales and traffic is easy when customers feel they are receiving rewards. Many of these promotions are also done through social media where Starbucks rewards customers for sharing content online. The brand generally retransmits and gives out awards on a regular basis, to reward your social media followers. Starbucks has succeeded in creating a social media culture that any marketing team will be proud of. Starbucks did this to create large social media channels that not only uniformly change content across all channels, but also interact with customers. Starbucks creates tons of content, but breaks it down into many smaller units that are then reused across channels. Each social media platform has unique content depending on the type of users. Customers are also encouraged to take photos with Starbucks coffee cups and coffee shops and share them on social media. The brand then re-registers them and uses them in campaigns. This encourages customers to share information about Starbucks referrals, promotions and other activities. Their extensive use on social media helps them create brand ambassadors in the everyday man and woman. Starbucks also regularly runs promotions and contests on social media in which it rewards likes, actions and mentions. This social media strategy is part of how the overall Starbucks appeal extends beyond the social store website. In addition, Starbucks also ensures that customers with problems reporting to the brand on social media also receive quick responses. Starbucks has shown that it is possible to build a marketing brand from scratch and maintain a human face, excellent customer service and a fantastic brand.

### **The process of creating customer loyalty - Starbucks international marketing**

**(logic diagram)**

#### **1. Target group**

**As the target audience, Starbucks identified people aged 18-45:**

1. Young people who like to meet their acquaintances, friends for casual everyday meetings.
2. Working people and students who want to take a break from work or study.
3. Coffee lovers - they think drinking coffee is a "fun" ritual and they do it often.



4. People who like challenges and want to try something new.

## 2. Adaptation strategy

Due to the different habits of customers in various, even very exotic destinations, the company had to adapt to local social and social conditions. One of the adaptation methods is to change the name (brand) in different markets. Therefore, in some countries the name sounds a bit different. In China alone, where a very strong increase in the number of cafes is planned, even up to several thousand, the logo and name have been differentiated due to different customer preferences. The interior design and the clothing of employees also differ. The offer also includes completely different confectionery products or products with different flavors due to the preferences of consumers. Due to the building of brand recognition, products sold in chain stores and the so-called convenience chains.

## 3. Pricing strategy vs. comfort and relationships.

The company's products are usually perceived as expensive. For this reason, in some countries, many cafes have been closed that did not fit in with the generally accepted standards in their strategy.

Przykładowe państwa i miasta	Cena kawy latte e EUR	Cena za lunch w restauracji w EUR
<b>Francja, Paryż</b>	3,70	14
<b>Dubaj, ZEA</b>	2,85	6
<b>Seul, Korea południowa</b>	2,40	3,15

As you can see, the prices vary. In Europe, the price has been set to roughly 1/3 of the lunch price. But in other regions of the world, the price of food is rising in relation to food, which creates big problems for the development of the web. In such situations, a competitive advantage must be built. And the fight takes place with completely different tools than the price. In a situation where coffee is equal to 1/2 the price of lunch (Dubai) or even almost equal to the price of lunch (Seoul), it is necessary to compete with experience and emotions, not with the price.

Therefore, the premises are arranged in such a way as to give the opportunity to rest, with comfortable sofas and seats, they must be warm or cool, depending on the outside temperature, give the impression of a nearby office space, so that office workers feel comfortable, but they always have to be places, in which it is nice to talk with friends.

The people behind the bar are always nice and polite, and the service is tailored to the customer. "Customization" manifests itself even with a list of ingredients on each mug or even with the name of the customer written on the mug, and on the receipt with the handwritten inscription, Have a nice day.

### **Starbucks marketing analysis**

Like any company that tries to extend its reach to regions that function differently from the country of origin, the company must take into account many factors that may make it difficult to enter the market:

#### **Political situation:**

- political stability, often during periods of war (Ukraine) or recently ended (Sri Lanka 2009)
- too much power is concentrated in the hands of one political party or a few people representing the government
- the government's approach to foreign capital and enterprises willing to invest in a given region
- tax policy towards investors

#### **Economic situation**

- general economic situation of residents - earnings, unemployment, etc.
- in exotic countries, focus on the development and current situation of tourism
- current inflation
- GDP growth
- current economic and economic reforms
- the announced economic reforms

#### **Social and cultural situation**

- concentration on coffee or tea as the national drink
- is there a coffee drinking culture (often in some regions only in large cities)
- whether young people are open to taking up new trends straight from Western standards

#### **Technological situation**

- how widespread use of the Internet is in a given country or even city
- do young people use social networks

#### **Climatic situation**

- what is the climate in a given place - this affects coffee consumption - what is the temperature, air humidity
- how often the climate changes - dry or rainy seasons, etc.
- what is the intensity of social movements related to caring for ecology and cleanliness of the environment

### **Law statement**

- strong and stable labor law
- defined and stable food safety standards
- law regarding sales and marketing activities
- the current customs of corruption and bribery

### **The situation on the market of retail coffee consumption**

- the existence of competing networks
- market saturation with similar products
- market shares of individual competitors
- analysis of the location of competitors' premises
- identification of development opportunities

### **Starbucks success and genuinely loyal customers**

As you can see in this example, the brand's success in foreign markets is supported by a huge analysis of the situation. Even the slightest oversight can complicate matters, and thus the liquidation of individual branches or even the withdrawal of the brand from the country. Some markets are so hermetic and so closed that even the best marketing strategies may fail, as was the case with many global companies, e.g. in Sicily, which is part of Italy on the one hand and does not represent analogous stimulus systems on the other hand enterprise development. Hence the withdrawal of many global players from Sicily. The company's success is mainly due to building a positive attitude to the brand and emotions provided to customers when visiting the premises - customization, courtesy, interior styling. But such measures are also supported by many analyzes and are the result of observing the customs and needs of the local society. All this leads to true customer loyalty. It is not enough for a company today to have hidden loyalty or apparent loyalty. Customers who occasionally use such a product will not be involved in the development of the brand and are not emotionally connected with it. For them, it will not matter whether a given brand survives on their local market. The export of products brings with it many problems that must be considered before even selling products abroad. Expansion to many countries is also a complicated undertaking and requires a detailed analysis of the market and adapting all activities to its specificity. Failure to observe any of the elements of the marketing strategy may have financial consequences that will wipe out the export plans. A tycoon like Starbucks

can afford to promote a logo that is already known all over the world and basically only one product, which is coffee. Appropriate employee training, care to maintain service standards at a high level and an appropriate pricing policy give great chances for success in every country on earth. However, selling products of a different type is a much more complicated task due to the variety of collections, changing trends in fashion and style, new, previously unknown materials and technologies, etc. Gaining customer loyalty in this market and getting them involved in following trends, new collections is a very complicated matter. Therefore, an effective and very effective advertising, promotion and image-building activities should be added to the product. Information distribution channels and the type of information itself must be selected very precisely. Only then will customers appreciate the professionalism, commitment, inspiration, good quality and responsibility.

## 2.7 Rationale for product standardization or adaptation to local conditions

Vip's research conducted in large American, European and Japanese companies shows that the most frequently standardized marketing instruments on a global scale are: product brand (4.38), packaging (3.97), relative price (3.11), distribution (2.67) and advertising (2.37). Sales promotion measures are standardized to the least extent (1.91), as in particular cultural zones the sensitivity of consumers to promotional incentives varies<sup>44</sup>.

The high susceptibility of a brand to standardization poses the problem of choosing between a global brand strategy and a local brand strategy or adapting the strategy to local markets. This choice requires an analysis of the factors influencing the application of these strategies and consideration of possible benefits and losses as a consequence of the decisions made. When leading global expansion, marketers must seek a deeper understanding of the cultural habits of the countries concerned to avoid mistakes that could lead to the failure of the entire strategy. Although some companies have been successful in using one marketing strategy in many markets, intercultural marketing is more effective, which is based on prior analysis and reducing cultural barriers by adapting the product concept to the specific requirements of consumers living in a given cultural zone.<sup>45</sup>

The experience of many companies shows that the condition for the success of a global marketing strategy is:

- the ability to locate consumers most susceptible to the global market offer,

<sup>44</sup> Rutkowski I., New product development, methods and conditions, PWE, Warsaw 2007, p. 23.

<sup>45</sup> Mazurek - Łopacińska K., Determinants of the marketing strategy of the product in the conditions of globalization, [http://wiedzainfo.ue.wroc.pl/wyklady/694/uwarzenia\\_marketingowej\\_strategii\\_produkту\\_w\\_warunek\\_globalizacji.html](http://wiedzainfo.ue.wroc.pl/wyklady/694/uwarzenia_marketingowej_strategii_produkту_w_warunek_globalizacji.html)

- the ability to create a product that is acceptable on local markets.
- ability to adjust all elements of the strategy to the characteristics and expectations of the local market

The factors determining the global brand strategy or the scope of adaptation to local conditions include, first of all:

1. The nature of the offered product
2. Consumer preferences and expectations
3. The type of culture of the country
4. The company's position in a competitive system
5. Positioning and brand awareness
6. Distribution structure
7. Legal regulations and commercial practices

**The goal of your product marketing strategy** its features, functions and product structure are shaped in such a way that will increase the company's chances of gaining a competitive advantage on the market. The condition for success is a sufficiently strong relationship of these features and functions with the needs and expectations of potential buyers, which are partly universal and partly diversified across countries and regions. Before deciding on the proportions between product features, which may be global in nature, and those that should take into account the specific, varied requirements of potential customers, it is necessary to thoroughly analyze the arguments for product standardization or its adaptation.

Adaptation to local conditions should always be undertaken when it is more favorable in terms of the demand and supply requirements.

Standardization is also favored by international standards for production and diffusion of innovation, while adaptation to local conditions is caused by differences between countries in terms of technical standards, safety standards (e.g. vehicle speed limit, its lighting, etc.) and hygiene requirements related mainly to food production.<sup>46</sup>

The need for adaptation results in particular from the diversity of consumption habits (frequency of consumption, color preferences, the most acceptable packaging sizes, etc.), as well as the external environment.

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<sup>46</sup> Usunier JC, Commerce entre cultures une approche culturelle du marketing international, Presse Universitaires de France, Paris 1992 p. 215.

Standardization is favored by the provision of services to motorized customers. The relatively greatest ambiguity in terms of the choice between product standardization or its adaptation to the expectations of local markets concerns the symbolic features of the product, as the demand for symbols related to a given culture coexists with the demand for what is different for a given country, a kind of exoticism. Differences between countries in terms of symbolism of colors, forms or patterns justify adaptation to the benefit of the image of the product. The premises of product standardization or its adaptation to the requirements of local markets must therefore be considered after a detailed analysis of each of the aforementioned groups of product attributes.

It should be remembered that the consumer expects from the brand first of all a quality guarantee and identification of the product on the market. The warranty function is the result of the manufacturer's efforts to find the buyer and a factor of reducing its risk, and the identification function facilitates the selection of a specific set of product attributes. In addition to these functions referring to the physical features of the brand, it is worth emphasizing the functions that refer to the symbolism of the brand and the myths on which it is based. promotion to a group higher in the social hierarchy. Therefore, the choice of a given brand turns out to be an expression of the projection of a specific lifestyle. It also becomes a source of pleasure and satisfaction.

The experience of international companies (including such as: Unilever, Nestle, Procter & Gamble, Coca Cola, Reckitt Benckiser, Sara Lee, Campell Ford, Baccardi-Martini, Kraft Jacobs Suchard and Inbev.) Shows that:

- Consumers show a higher level of awareness of local brands than international ones
- Perceiving local brands as simpler and more practical contributes to greater consumer confidence in them compared to international brands
- Centralized brand management strategy weakens the company's ties with individual markets and extends the response time to emerging problems
- The company should strive to balance its product portfolio in terms of the number of local and international brands.
  - Companies that care about the creation of local brands trigger human creativity and innovation
  - The presence of local brands in the product portfolio may be important due to the anti-global movement and local patriotism tendencies

The basis for choosing an appropriate strategy for operating on international markets, and especially in relation to the product strategy, should be the search for a balance between standardized elements and those adapted to local markets. This balance is necessary because acceptance of globalization depends on the ability to conduct intercultural discourse.



# FORMULATING STRATEGIES IN INTERNATIONAL MARKETING

## 3.1 Formulating a strategy - an outline of the problem

**Formulating a strategy** is a set of activities aimed at setting specific goals of the company's operations in the future and developing effective programs of its operations enabling the achievement of these goals in an economic manner and in accordance with the requirements of the environment. The essence of formulating a company's strategy comes down to finding answers to four basic questions<sup>47</sup>:

- What is its current position and what are its development opportunities?
- what position does it want to take in the future and what goals does it want to achieve in the strategic period, in the period for which the strategy is being developed?
- what makes it difficult now and what may make it difficult to achieve the desired position in the future?
- what should and what must it do to move from the position currently occupied to the position desired and achieve success?

When looking for answers to these questions, the management of the company should make<sup>48</sup>:

1. Analysis of the environment aimed at identifying the emerging opportunities and threats from the external environment and the assessment of the degree of competitiveness in the field of the company's operation (industry, industry).
2. Analysis of the company's potential consisting in the assessment of its internal dependencies and determining its strengths and weaknesses.
3. Analysis of possible strategic alternatives by comparing and balancing individual alternatives available now and in the future.
4. Choosing a winning strategy, that is selecting the most attractive alternative for the company and at the same time possible to implement.

<sup>47</sup>See, among others: Ansoff HI, McDonnell E., *Implanting Strategic Management*, Prentice Hall, New York 1990; Penc J., *Projects company strategy*, "Organization and Steering", No. 2 (72) / 1993; Woźniak K., *Managerial information systems as an instrument of strategic management in the company*, work PhD thesis, Cracow University of Economics, Cracow 2005.

<sup>48</sup> Stabryła A., *Strategic management in the theory and practice of the company*, Wydawnictwo Naukowe PWN, Warszawa-Kraków 2000, pp. 19-21

In the process of formulating a strategy, it is necessary to:

- move away from one-sided thinking in terms of balance sheet to thinking in terms of interdependence and achieving success in the market;
- focus on the strengths of your operation (markets, staff, personnel, marketing, etc.) and avoid being distracted by spheres that are poorly developed or too little known to the enterprise;
- seek to use the synergy effects by tightening cooperation between individual activities of the company, as well as entering into alliances with other companies (e.g. in the field of advertising, research and development);
- recognize that the most important strategic principle is not to beat competitors, but to provide customers with the highest quality products and that high quality is the main asset in today's competition.

**A competitive strategy is a set of all methods of action that a company should follow in order to be competitive. According to M. Porter, there are three potentially effective strategies with which a company can outperform other companies in a given sector. These are<sup>49</sup>:**

1. Leading position in terms of manufacturing costs. This strategy requires investing in production equipment on an efficient scale, vigorously striving to reduce costs through experience, tight control of direct and overhead costs, avoiding marginal customers, minimizing costs in areas such as research and development, after-sales, sales team, advertising etc.
2. Diversifying products or services. This strategy is about creating something within the enterprise that is recognized as unique in the entire sector. The ways of differentiation can be different: product design or brand, technology, product features, after-sales service, etc. It is best if the company differentiates in many respects. The differentiation strategy does not allow the company to ignore the amount of costs, but they are not the primary strategic goal.

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<sup>49</sup> More: Dzikowska M., Gorynia M. Theoretical aspects of enterprise competitiveness - towards the eclectic concept, "EconomyNarodowa", 4 (248) / 2011, pp. 4-13; Gregorczyk S., E-learning and the competitive advantage of a university. e-mentor, (5) / 201, pp. 20-22; Porter ME, Competition strategy: methods of analyzing sectors and competitors, transl. Ehrlich A., MTBusiness, Warsaw 2010; Rojek D., Marketing and logistics - more efficiently together, "Scientific Papers of the University of Natural Sciences and Humanities in Siedlce", No. 90 Series: Administration and Management 2011.

3. Focus on a specific group of buyers, on a specific segment of the product range or on the geographic market. Concentration can take various forms: its primary goal is to reach good markets through particularly good market (segment) service.

This strategy is based on the assumption that in this way the company can more efficiently and effectively service its narrow strategic segment than competitors operating on a larger scale. As a result, the company either achieves differentiation by better meeting the needs of its segment, or lowers the cost of servicing it, or both.

A concentration strategy always entails certain limitations on the possible achievement of a share in the entire market. Concentration necessarily requires that a portion of the sales volume be abandoned in favor of profitability.

**Differentiation.** The company's striving to take a position which, in the opinion of a large number of buyers, is in a certain respect a leader in a given industry, i.e. making efforts to distinguish itself from other enterprises in a given industry. The company selects one or more features that are considered important by the customers of the industry and adjusts its activities to meet their needs. The reward for this type of behavior is the ability to sell products at a higher price.

The requirement of differentiation may apply to the product itself, delivery methods, marketing methods or other factors. A company that decides to undertake differentiation must always look for ways to achieve higher efficiency of outlays. Otherwise, it will run the risk of losing its competitive advantage due to an unfavorable cost level. This is because differentiation can make it impossible to gain a large market share. Often, it also requires the abandonment of mass sales, which is irreconcilable with a large market share. Achieving differentiation usually comes at the price of a lower cost item, because the activities needed to achieve it are inherently costly, such as research, product design, high-quality materials, and intensive promotional activities. So while customers across the sector recognize the company's superiority,

**Diversification** (Latin *diversus* - different, *facio* - I do); enriching, broadening, diversifying the action profile, splitting, creating new varieties. It is an extremely complex, multi-faceted and ambiguous concept. It usually concerns production, export of goods or markets, investments, distribution and also strategy. In terms of strategy, this term means the regrouping of resources at the disposal of the enterprise into activities different from those that were carried out in the past.

When the traditional market expands and the company's competitive position is still strong, there is usually no need to diversify, but when it starts to shrink, a diversification strategy is needed. It may mean starting the production of completely new products.

The chronology of the activities is therefore as follows:

- market penetration,
- geographic expansion,
- development of related products,
- entering completely new fields of activity.

### **The general concept of a company strategy**

It is a comprehensive strategy of the entire company, based on a formulated mission and aimed at ensuring the company's long-term development. G. Gierszewska and W. Romanowska believe that the company's strategy should be continuous, comprehensive, consistent, flexible and realistic.

The company's strategy includes<sup>50</sup>:

1. external marketing, i.e. activities consisting in the preparation of the service, determining its price, methods of dissemination and promotion,
2. internal marketing including activities aimed at training employees and motivating them to better serve customers,
3. interactive marketing defining the qualifications of employees necessary for their perfect service.

### **Types of strategies used in global marketing:**

Due to the direction of changes:

- development - proves the company's expansion through investments, market share, diversification of production,
- stabilizing - stable position companies in the environment, "stalling", waiting for a more favorable moment of action,
- corrective - on the one hand focused on reorganization (due to the identified errors in the company's operations), on the other hand focused on

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<sup>50</sup>More information, including: Ansoff NI, Strategic Management, PWE, Warsaw 1995; Chandler AD, Strategy and Structure, MIT Press, Cambridge 1972; Gierszewska G., Romanowska M., Strategic analysis enterprises, Państwowe Wydawnictwo Ekonomiczne, Warsaw 1994; Grudzewski WM, Hejduk IK, Project systems management, Difin, Warsaw 2001; Obłój K., Organizational strategy, PWE, Warsaw 2001; Stabryła A. Strategic management in theory and practice of the company Wydawnictwo Naukowe PWN Warsaw 2001; Woźniak K., Managerial information systems as an instrument of strategic management in the company, work doctoral thesis, Cracow University of Economics, Cracow 2005; Zakrzewska-Bielawska A., Enterprise strategy, Basics of management. Theory and exercises, Oficyna Wolters Kluwer business, Warsaw 2012.

creating mechanisms that protect the company against potential external and internal disruptions,

- defensive - orientation focused on survival,
- combined - a combination of the above types of strategies.

Due to the market and product (HI Ansoff):

- market penetration - market expansion,
- developmentmarket - market expansion,
- product development - technological expansion,
- diversification- market and technological expansion.

Due to the relationship between enterprises:

- competition (fight, understanding, avoiding, ignoring),
- team work.

## 3.2 Selected strategies of operating on the market

### *Global quality strategy*

The strategy of reliability and the highest quality of products can be used by companies that are strong in the market, as it requires continuous expenditure on research and development of products, introducing technical progress and engaging specialists in many fields of production, marketing and finance. Its basic requirements:

- quality must be perceived by customers,
- quality must be reflected in every activity of the company,
- quality requires commitment and responsibility of all employees,
- quality also requires high-class market partners,
- quality can always be improved,
- quality is necessary, but it may turn out to be insufficient and, at the same time, marketing activities must be used to gain an advantage over competitors,
- improving quality will not save bad products.

### *Distribution channel strategy*

The type of strategy you choose depends on the purpose and method of selling. The following strategies can be used:

- a mass-selling strategy through a significant number of wholesale and retail distribution channels,
- a strategy of selective sales with the use of selected types of distribution channels,
- the producer's strategy of creating its own wholesale and retail sales network,
- a strategy of consolidating the connections of distribution channels by means of long-term franchise agreements,
- Reliability and Delivery Benefit Strategy based on Marketing Logistics Program.

### *Focus strategy*

It assumes that when serving a narrow group of buyers, it can be done better than competitors who serve a wide range of the market. It requires focusing activities and resources on what is most important and not distracting them into side-effects so as not to weaken the strength and impact of the strategy. The risk of this strategy is due to the fact that:

- the difference in the level of costs between companies applying the cost reduction strategy and companies focused on concentration increases, which reduces its attractiveness,
- the differences between enterprises applying the same strategy are diminishing,
- competitors may find smaller segments or market niches to apply the same strategy.

### *Market leader strategy*

It is the strategy of the company occupying the strongest position on the market expressed in the size and dynamics of production and sales, market share, loyalty of buyers to the product, the influence of promotion and a significant advance of competitors. In order not to lose this position, the leader must constantly strive to expand his market and protect the already acquired segments and acquired buyers. The leader's strategy is to set an ambitious goal that brings together all the plans and activities of the company, which will simultaneously ensure an increase in market share and protection against contenders. The strategy of the market leader combines offensive and defensive actions, which requires the highest efficiency and effectiveness of the company's marketing. This strategy is the most profitable and can bring a high level of profits



and is also the most risky, because it cannot result in a partial success, but only success or failure. It is also called the dominant strategy as the strategy of the best participant in the market game, independent of the strategy of competitors, which results from its strongest market position. It is believed that a market leader strategy requires:

- customer knowledge,
- persistence in implementing projects and in activities,
- introducing innovations,
- high-quality products,
- expanding the range of products,
- product brand management system,
- qualified sales employees,
- high expenditure on promotion.

#### *Product brand strategy*

A company can use four types of brand strategy:

1. expand the existing product line by adding new sizes or other features to the existing ones,
2. extend the use of the brand to new product categories,
3. introduce new brands to existing product categories,
4. create new brands for new products.

#### *Market followers' strategy*

Enterprises try to retain existing customers and acquire new ones using the following strategies:

- cloning - imitating the strategies of leaders in terms of distribution and promotion, and in extreme cases by copying or falsifying its products,
- imitation copying some elements of the leader's offer,
- streamlining and improving products and some elements of the leader's marketing mix.

### *Market niche strategy*

It is advantageous when there is not a single supplier of a product and service in a given market segment, or when there are competitors but offer lower quality products. The market niche should be:

- sufficiently large,
- overlooked by the market leader and his contenders,
- it is not an attraction for other more serious competitors, and whoever takes it should master it completely.

### *Defense strategy*

It is based on the following assumptions developed by prof. Hauser, Schugan and Gaskin:

1. consumers have the same perceptions about a given product,
2. consumers differ in their preferences regarding individual product features,
3. consumers differ in their knowledge of the brands they consider when buying,
4. the consumer's choice is influenced by product features, price, distribution and advertising.

The following defenses are possible in these cases:

- the defender should lower his prices, especially when the market is not segmented; if it is divided, the price may be raised in any of the vulnerable segments,
- the defender should reduce distribution expenses, but most of all he should move away from small retailers who no longer ensure profitability,
- the defender should further strengthen the strongest features of his product, and not make it similar to the product of the attacking competitor,
- a lawyer should spend less on advertising his presence in the marketplace and more on advertising new features of the product.

### *Offensive strategy*

It may consist of:

- readiness to incur significant expenditure on research and development of new products,
- introducing to the market products with specific innovative features that provide the company with a quick and lasting competitive advantage,

- development and strengthening of marketing and the comprehensiveness of the use of marketing instruments,
- making competitors dependent by buying shares, merging with a company ensuring dynamic development, undertaking joint ventures, entering new markets and segments.

### *Market challenger strategy*

The company occupying or wishing to take the second position after the leader seeks to increase its market share by attacking the leader and other contenders. His strategy is not to confront them directly, too risky, but to take advantage of the opportunities that he can provide:

- using lower prices and higher trade margins to attract commercial intermediaries and end buyers,
- offering products of lower quality than the leader, but at more attractive prices,
- offering more expensive and prestigious products to attract elite buyers who have been customers of the market leader,
- offering a competitive range of pre and after sale services,
- using attractive promotion, especially sales activation measures.

It can attack a market leader, similar pretenders, using a frontal attack if he has sufficient resources, a wing attack acting where no one expects an attack, using a siege to capture the leader's significant territories, and an evasive or guerrilla attack.

## 3.3 Strategies for operating in global markets

The functioning of an enterprise on the international market requires the development of an appropriate action strategy, and in particular a precise definition of the enterprise's domain of operation. The international marketing strategy should include both the implementation of the marketing mix on foreign markets and the factors determined inside the company and in the environment that shape this strategy. For strategy is not placed in a vacuum and does not arise in isolation<sup>51</sup>. Its implementation means long-term thinking, as H. Ansoff put it - it is "the basis for making decisions"; all current marketing decisions must be based on it. It is "the way to achieve a specific goal; describes how the goal

<sup>51</sup>Douglas SP, Craig CR, Competing in the next millenium: challenges facing international marketers, "International Marketing Review" 1999, vol. 16, no. 2

will be achieved "<sup>52</sup>. The international market forces the enterprise to operate in a global environment, and thus to orient the economic entity towards world markets, operate in the conditions of global competition and rely on global production factors. Many factors, both negative and positive, affect the decision to move enterprises beyond their current national market. Often the reason is the fact that the domestic market is no longer attractive for the company or the demand for it is shrinking, which forces the search for new markets for its goods or services or the search for new customers. The global market is devoid of many barriers, for example, it is not limited by national borders.

The development of a strategy for operating in international markets requires a thorough analysis of various factors. The following stages can be distinguished in its creation<sup>53</sup>:

1. Selection of one or more international markets - on the basis of the results of structural and economic research and own experience, taking into account resources and possessed strengths.
2. Defining the goals of operating on international markets - should be long-term; they can be quantitative (expressed in numerical form, e.g. number of markets, market share, turnover) or qualitative (related to the state the company wants to achieve, e.g. image improvement).
3. Defining the type of internationalization strategy.
4. Determining the method of entering the international market - depending on the resources and experience, and on the basis of research results
5. Establishing the functional activities of the enterprise, that is, preparing a plan for a marketing strategy, personnel management, production management, research and development and financing of marketing activities abroad. Marketing activities must be coordinated with the company's financing strategy. It is important to determine the sources of financing (own or external) and financial instruments. The company may use the following financing strategies: expansive (using external sources of financing and the phenomenon of financial leverage), conservative (sources and own funds) or moderate (indirect form).
6. Coordination of domestic activities with activities undertaken abroad; what is important here is the coordination of marketing and production

<sup>52</sup>McDonald MHB, Marketing plans. How to prepare them: how to use them, Butter -worth-Heinemann Ltd., Oxford 1995, p. 219.

<sup>53</sup> Grzegorzcyk W., Marketing on the international market, Oficyna Ekonomiczna, Kraków 2005, pp. 34-46.

activities in the country and abroad. There are the following types of dependencies between these activities<sup>54</sup>:

- centralized production and diversified marketing - occurs mainly in the case of various forms of export from the domestic market; marketing activities related to the sale of the product are undertaken separately for each foreign market (used in the case of polycentric companies);
  - distributed production and diversified marketing - occurs when the enterprise has its own assembly or production plants in foreign markets with great freedom in making marketing decisions; requires different strategies in different markets (corresponds to polycentric or regiocentric orientation);
  - distributed production and centralized marketing - applies to companies that have branches in different countries, but the headquarters in the home country is responsible for marketing activities (mainly used in a global, primarily dual orientation);
  - centralized production and centralized marketing - the company carries out various forms of operation on the international market, both export and sale through its own distribution channels; marketing activities are prepared at the headquarters, in the home country (corresponds to the global orientation, assuming that foreign markets in fact constitute one global market).
7. Implementation of activities and control. The control process consists of several phases: determining the subject of control, determining the assessment measures and permissible deviations, gathering information on the subject of control, comparing the actual size of the subject of control with the planned ones, and drawing conclusions. We can distinguish comprehensive (applies to the entirety of marketing activities abroad), problematic (applies to selected issues, for example, only to promotional activities), intervention (carried out sporadically, relating to all or part of the activity) and systematic (carried out permanently, in designated periods).

<sup>54</sup>Smalec A., *International Marketing. Selected issues*, University of Szczecin, Szczecin 2012, pp. 28-30; A company on the international market, ed. T. Gołębiowski, PWE, Warsaw 1994, pp. 72–76.

There are two basic models of the company's operating strategy on international markets: multinational strategy and global strategy<sup>55</sup>.

**Multinational strategy** is a type of marketing approach that tries to focus attention on the needs of the local market, rather than a more universal or global approach to advertising activities. This means that companies using this marketing strategy will try to understand the culture of different local markets and adjust their entry into these markets based on the demographics of the area. This approach puts a lot of effort into tailoring advertising and presentation to local sensitivities, rather than a mass market approach.

One way to understand how a multinational strategy works is to consider how a canned food producer might decide to sell products to different markets. For example, in a rural market, emphasis may be placed on taste and quality compared to buying fresh vegetables and meat. A marketing approach can also include ideas about the use of these goods in legislation. At the same time, the company can focus on various factors when marketing in the metropolitan area, possibly highlighting the ability to prepare tasty meals even when a busy lifestyle doesn't allow much time to cook. The idea is to identify ways of presenting products so that local consumers can relate to the products in the context of their own culture and motivated to buy them.

For a multinational strategy to be effective, it is important to invest a lot of research into different locations where products are actively sold. This can often provide valuable insight into the nuances of the prevailing culture in a given area, leading to inspiration on how best to showcase products. By taking the time to learn how to connect with consumers, a multidomestic strategy can be used to create a wide range of boiler plates that can be adapted to markets that have many similarities, while adapting advertising and marketing activities that match exactly the local culture.

**Global strategy** it concerns the activities undertaken by the enterprise as a whole. Two approaches can be distinguished in developing such strategies<sup>56</sup>: 1) based on the concept of the "organization life cycle" - strategies are formulated according to the development intended by the enterprise. Often it may be a desire to grow, but sometimes only to maintain the achieved position (stabilization) or avoid a crisis, 2) using portfolio methods - the key problem is to improve the effectiveness and efficiency of the entire enterprise dealing with more than one type of economic activity. The commonly used method in this regard is the BCG matrix.

<sup>55</sup>More: International Marketing. Conditions, instruments, tendencies, ed. E. Duliniec, Oficyna Wydawnicza SGH, Warsaw 2007; McDonald MHB, Marketing plans. How to prepare them: how to use them, Butterworth-Heinemann Ltd., Oxford 1995; Mole J., On behavior in Europe, Krakow 1994; Meffert H., Bolz J., Internationales marketing management, Verlag W. Kohlhammer, Stuttgart 1994; Michalski E., Marketing. Academic textbook, Warsaw 2003; International human resource management, ed. A. Poczowski, Kraków 2002; Mistewicz C., A name like a good name, "Marketing in Practice" No. 1/2005; Mooij M., Global marketing and advertising: understanding cultural paradoxes, SAGE Pub., California, USA 1998.

<sup>56</sup>Shapiro C., The power of information. A strategic guide to the network economy, Helion, Gliwice 2007, pp. 94-95.



The ability to build global strategies can be the result of the implementation of both well-established patterns as well as their developed and currently used methods<sup>57</sup>:

- setting up an activity,
- establishing strategic alliances,
- making mergers and acquisitions,
- building clusters,
- popularizing franchising,
- creating a new organizational culture.

### 3.4 Globalization strategy

**Globalization strategy** it is multidimensional. Establishing a strategy for a global enterprise requires a number of strategic instruments. Some of them determine whether the strategy is more multi-local or global.

**Global corporate strategy** mainly consists in: selecting the fields of economic activity by the enterprise and determining those that it is not interested in, as well as acquiring resources and allocating them among individual types of activity<sup>58</sup>. Therefore, we can talk about two synthetic types of marketing strategies used by an enterprise towards competitors: global (which occur when the enterprise aims to neutralize the competitive abilities of all competitors in its competitive environment) and selective (which occur when the enterprise seeks to neutralize the competitive ability of its competitors). only selected competitors within its competitive environment).

According to T. Domański, the global strategy consists in recreating on the foreign market the sales formula previously developed on the domestic market or on other foreign markets. In the case of a global strategy, the sales formula developed by a given network is applied on each subsequent foreign market in an unchanged form or only with very minor adjustments<sup>59</sup>. I. Rutkowski emphasizes that the company's global strategy is based on<sup>60</sup> choosing the fields of economic activity in which the enterprise wants to participate, and the cessation of those in which it is not interested, and the acquisition of resources and their allocation between different types of activity. According to Pierśionki, the

<sup>57</sup> Zbigniew Malara, *A company in a global economy. The challenges of the present day*, Polish Scientific Publishers PWN, Warsaw 2006, pp. 37 and d.

<sup>58</sup> Wojciech Wrzoska, *Marketing strategies.*, Polskie Wydawnictwo Ekonomiczne, Warsaw 2004, p. 18.

<sup>59</sup> Tomasz Domański, *Marketing strategies of large retail chains.*, Polish Scientific Publishers PWN, Warsaw 2001, p. 89

<sup>60</sup> Ireneusz Rutkowski, *Product strategies. Concepts and methods of managing the product offer*, Polskie Wydawnictwo Ekonomiczne, Warsaw 2011, p. 61.

global strategy is based on the assumption that there are no significant differences between the countries in which the company operates in terms of the tastes and preferences of customers and the operating conditions. Such an assumption means the production of homogeneous products for all markets and homogeneous marketing activities<sup>61</sup>.

According to GS Yipa, the global strategy is based on a baseline strategy that is developed for the use of home country economic activities. The elements of the base strategy are<sup>62</sup>:

- type of products or services offered by the company,
- the type of clients the company serves,
- the market served in terms of geography,
- functional strategies for each of the most important activities that are part of the value added chain,
- competitive position along with the identification of the company's competitors,
- investment strategy.

All the methods used in strategic analysis can be systematized according to the criterion of the scope of the analysis, dividing them into three groups:

- methods of analyzing the company's environment
- methods of analyzing the inside of the enterprise
- integrated methods, allowing for the analysis of the enterprise against the background of the environment

The methods of examining the company's environment include the following tools:

- exploitation trend analysis
- inventive methods, e.g. Delphi
- strategic gap analysis
- scenario methods
- Porter's "five forces" analysis

<sup>61</sup> Zdzisław Ring, Company development strategies., Polish Scientific Publishers PWN, Warsaw 1996, p. 321.

<sup>62</sup> Quote after: Adam Stabryła, Strategic management in the theory and practice of the company., Polish Scientific Publishers PWN, Warsaw 2000, p. 227.

- scoring the attractiveness of the sector
- strategic group map

The methods of enterprise analysis are:

- product and technology life cycle
- analysis of key success factors (KCS)

We can divide integrated methods into:

- SWOT analysis - strategic positioning
- SPACE matrix
- experience curve
- Achilles heel procedure
- portfolio methods, e.g. Hoffer, BCG, Drucker, McKinse matrices

### 3.5 Goals of the global marketing strategy

In the era of internationalization of business and globalization of markets, global marketing strategies are becoming more and more important. While they are coordinated in a centralized manner to enable economies of scale and scope, location is also gaining importance to accommodate the differing needs of consumers from different countries. When entering new markets, companies must strike a balance between the requirements of their global strategy and adapting their operations to local needs<sup>63</sup>.

**The goal of the global marketing strategy is to coordinate the company's marketing strategy while expanding its business on the international market. The global marketing strategy covers countries from different regions of the world and aims to coordinate the company's marketing activities on the markets in these countries. It does not have to cover all countries, but should cover several different regions. Typically, the breakdown is as follows: Africa, Asia and the Pacific (including Australia), Europe and the Middle East, Latin America and North America. A "regional" marketing strategy concerns the coordination of marketing activities in one selected region.**

A global marketing strategy may include one or more of the following:

- identical brand names,

<sup>63</sup> [https://marketfinder.thinkwithgoogle.com/intl/pl\\_pl/guide/global-marketing-strategy/#overview](https://marketfinder.thinkwithgoogle.com/intl/pl_pl/guide/global-marketing-strategy/#overview)

- uniform packaging,
- standardized products,
- similar advertising messages,
- coordinated prices,
- synchronized product implementations,
- coordinated sales campaigns.

**Coordination** related to the implementation of the global marketing strategy ensures standardization in terms of brand awareness, packaging, promotion, etc. It also means that the product and marketing mix are not strictly adapted to the preferences of local customers. This is a potential weakness in the global marketing strategy that creates opportunities for locally available products and brands.

**Cohesion** can translate into financial benefits resulting from the strengthening of a unique message. However, the main advantage of implementing a global marketing strategy is the scale and scope of the economic benefits that come with using unified marketing strategies. These benefits include no need to repeat the same marketing activities, savings from the use of multilingual packaging of the same size and the same promotional materials, and discounts associated with the purchase of large amounts of media.

### Global segmentation

The companies that most often use the global marketing strategy are companies present in global markets. Global markets are characterized by similar customer needs and preferences. Common product categories include: technology products including consumer electronics, cameras and computers, luxury branded products, apparel, personal care products, and entertainment categories that include standard products popular around the world. On the other hand, in the case of multilocal markets such as food and beverages, where cultural preferences are more clearly marked, global coordination is used less frequently. Global marketing strategy marketers can start by grouping countries into similar regions to increase the likelihood of finding homogeneous subgroups within each region. Often it is about choosing a trade bloc, such as the European Union. Research indicates that many global strategies are more regional than global<sup>64</sup>.

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<sup>64</sup> Rugman AM, Verbeke A., Towards a Theory of Regional Multinationals: A Transaction Cost Economics Approach, "MIR: Management International Review", Vol. 45, No. 1/2005, The Limits to Globalization and the Regional Strategies of Multinational Enterprises, p. 5-17.

A global marketing strategy can also be effective if the company has managed to change audience preferences in the local market. Introducing a new product to the local market usually changes customer preferences to some extent due to the way of promotion, price or new features. For example, IKEA, a Swedish furniture retailer, changed the furniture market in many countries. It applies a very standardized and coordinated marketing strategy, focusing on promoting simple and functional equipment, publishing an annual catalog and running stores.

The American chain of Starbucks stores has also reformed and expanded the mature market in various countries, offering new types of coffee, enriching the menu and introducing new arrangement of premises.

In other cases, customer preferences were influenced by changes in the natural environment, which enabled the standardization of the offer. Environmentally friendly products are targeted at global recipients. These are i.a. light beers, bottled water and wines that are becoming more and more popular. In these global segments, companies naturally begin to adopt a global marketing strategy.

**Global positioning. The key issue with global positioning is whether or not your product offering should be positioned the same everywhere. In reality, however, even with the use of a uniform marketing mix, the position achieved in different countries may differ. A classic example is Levi's jeans, which, thanks to their durability, are promoted in America as everyday clothing, while in other countries they are a determinant of elegant style. As you can see in this example, even if a brand wants to be perceived as "global", its market position is influenced - positively or negatively - by its country of origin.**

Even with such large differences in the use of products, the main factors influencing the potential for obtaining an identical position are usually differences in the level of economic development and cultural differences. Customers in emerging markets buying a product for the first time rarely see it in the same way as customers in more mature markets where preferences are already established. For example, the well-known Buick brand presented its Chinese customers with a completely different offer than that available on the US market, although the product itself remained largely unchanged.

Positioning is also influenced by the level of local competition, which often differs from country to country. In a situation where a local brand has a strong position, a foreign brand that is very popular in its country usually tries to attract niche recipients on the foreign market. On a global scale, where the same large companies usually compete with each other in the largest markets, positioning in mature markets does not change significantly. An example is the automotive industry, where large companies occupy very similar positions in most markets. However, the situation is different in the case of new product categories, which in many countries are still under development and are not equally recognizable in them.

**Global products and services. Standardization of a product or service is usually the main feature of the global marketing mix. "Product standardization" means the standardization of the characteristics of a product or service, its design and style.**

**The advantages of this solution relate primarily to costs-** these are the economies of scale resulting from the production of a large number of identical products. The quality benefits of the products should also not be forgotten. For large series, it is more profitable to invest in specialized technology, tools, components and parts, which ensures higher quality and its greater consistency. It can also have a positive effect on customer demand. The widespread availability of a product or design has a positive effect on their preferences.

The weaknesses of product standardization are mainly related to demand. Aside from the stimulated demand in emerging markets, standardized products can seldom be targeted at a particular audience segment in new domestic markets. Their targeting usually differs slightly from the intended purpose. However, this is not always an obstacle to success. First, preferences may change - it may turn out, for example, that a standardized product has features that have not been available on a given market so far. Secondly, the consequences of inaccurate positioning can be neutralized thanks to good brand recognition. Third, the new product may have a lower price, which is possible due to economies of scale.

From a marketing perspective, standardized products or services are often less acceptable on the local market. Products or services considered good in one market may not be acceptable in another. Luxury products are usually the same around the world, and consumer products such as car tires, toothpaste and kitchen utensils can be standardized. However, to ensure the effectiveness of products such as shampoos, soaps and personal care products, hair type, skin color and water quality must be taken into account. Coca-Cola is more or less sweet in different countries, the menus in McDonald's restaurants are adapted to local preferences (in part to limit anti-globalization protests), and clothing manufacturers must take into account the differences in the physique of people in the Western part of the world and Asia.

To make these adjustments while maintaining some economies of scale, companies use two approaches. One of them is to keep the basic design, the "base" of the product, and then add the appropriate functions at a later stage of production. The second option is to break down the product into component parts that can be produced in large quantities to achieve economies of scale, and then create different products by combining these components. This production strategy is widely used by large companies because it allows the production of modules to be outsourced to external companies, including foreign ones. The production process then turns into a folding process, which can be done locally if needed to ensure lower duty rates.

Firms do not have to offer identical products in all markets to obtain economies of scale from standardization. A company can use a coordinated global strategy even if its product is not completely standardized. However, it should be



remembered that it is almost impossible to develop a global marketing strategy without a strong brand that is recognized around the world.

**Global brands** are brands that are well known and recognizable in most of the world markets, regional brands are brands that are present throughout the region, and local brands are available only in one or two markets.

Most of the popular brands can be considered global with regard to finance capital. However, a strong brand must not only be present in different countries, but also gain the loyalty of local customers. As global brands expand into new markets, building their financial strength, local brands defend their position by being close to their customers and winning their sympathies. With this in mind, many global companies not only advertise their global brand on the domestic market, but can also, for example, buy a well-known local brand to keep its name and its customers.

**Global prices and global distribution. In the case of a global marketing strategy, prices and distribution are more closely related than in the case of the strategy on the domestic market. This does not mean that distribution costs (transport, insurance and customs) have to increase the final price of the product. Such direct "price escalation" usually only occurs in one-off transactions.**

The strong link between prices and distribution flows from something else. The ease of transport, combined with price differences on local markets and currency fluctuations, open up the possibility for customers to buy brand-name products at a lower price abroad. This is an example of the so-called "gray market", which involves importing branded products through unauthorized channels. Faced with this, multinationals are beginning to agree on pricing and distribution strategies together. Even those that would otherwise not consider applying a global strategy must find a way to unify prices to avoid it.

The gray market affects many multinational companies and is not illegal. For example, there are stories of Asian contract manufacturers who produce branded products for large Western companies during the day and an additional batch of identical products during the night shift. These products are then shipped overseas at low cost, distributed through indirect channels even through another country, to eventually appear in various Western markets. In other cases, the gray market includes Western distributors (e.g. large European retailers) who purchase goods in a country that offers low prices and then sell them at a higher price in the home market.

### **Global Marketing Communication**

With advancing globalization and the pressure to which global brands are subject, global advertising remains vital, despite anti-globalist and pro-local movements around the world. One of the factors influencing this is the growth of the internet and the availability of many ads on sites such as YouTube, thanks to which even local advertising campaigns can have a global reach.

**The need to integrate global communication** it is dictated by several factors. On the supply side, the emergence of global advertising agencies offering consolidated services has played a significant role in the development of global advertising, and on the demand side, the approach of customers is increasingly global. Consumers now travel more than before due to lower travel costs, and for B2B products, customers are often multinationals.

Typically, however, the marketing communications of a global company are not entirely coordinated globally. First of all, advertising in the media is only one of the promotional tools, and media regulations vary from country to country. For example, contests are not allowed in all countries by law, and in many cases stores do not redeem coupons.

Even media advertising is rarely fully globalized. Local subsidiaries and their agencies are more autonomous, which increases their incentive to create the best marketing materials possible. Not all types of media are available to the same extent in all countries and costs vary widely. The effectiveness of different types of media is also different. In poorer countries, print media is usually less effective. In Europe, on the other hand, the press is much more important than in other countries. The Internet, a new and naturally global communication channel, has not yet reached every corner of the world. Also, the advertising message often has to be adapted. Linguistic, cultural and religious differences may prevent standardization of advertising messages or may render the symbols used inadequate.

For these reasons, most companies spend only a fraction of their advertising budget on a global campaign. Locating campaigns may involve hiring local agencies, but often global campaigns are run by one large global agency.

### 3.6 Selected examples of global branding & principles of creating an international marketing strategy<sup>65</sup>.

#### **Airbnb**

When Airbnb first entered the market, the company faced a difficult challenge: it had to convince people that sleeping with strangers is not anything weird or scary. However, under the leadership of CMO (Chief Marketing Officer) Jonathan Mildenhall, the company has achieved incredible success on a global scale - its services are offered in over 190 countries.

A key factor in Airbnb's global strategy is the local strategy, with a dedicated local strategy division making the site accessible worldwide and interviewing local users. This is essential to build trust and a sense of community between hosts and travelers. The brand also chose a universal symbol for its logo called "Belo", which symbolizes belonging, no matter where in the world you are at the moment.

<sup>65</sup> <https://ceo.com.pl/5-przykladow-globalnej-brandingu-w-akcja-11823>

## Apple

Probably the most famous global brand of our time. We can learn this and that from Apple. When it comes to products, the company has opted for a "one size fits all" strategy - every iPhone design is the same, regardless of region. As a result, although such a tactic can be dangerous, the brand's minimalist and intuitive approach has produced products that are coveted around the world. However, Apple knows well where standardization should end. The protocol for customer service is different at each of the locations around the world, tailored to local standards, and the website, while looking the same regardless of the region, is carefully translated and suited to local markets.

## Starbucks

You can't talk about powerful global branding without mentioning Starbucks. The most popular coffee shop in the world, with 20,000 locations in 63 countries, it is also known from Brazil to China, though many thought they would not be successful there due to the cultural importance of tea drinking. But what is it about the Starbucks brand that makes it so globally famous? The company has gone to great lengths to ensure that each Starbucks has the look and feel of a local coffee shop without losing brand consistency. For example, in China, the natives' reluctance to coffee is counteracted with other non-coffee beverages, while in Asia functionality is increased by a seating arrangement that is favorable to serving larger groups of people. The company is also a pioneer in the field of digital customer strategy, an example of what are apps with personalized benefits like birthday coffee for free. The effect is that wherever you are, Starbucks will never seem like an impersonal American corporation.

## Coca-Cola

Coca-Cola is an old fighter when it comes to operating on a global level. However, the company has had to learn to adapt to create a global brand that appeals to a global audience. In the 1980s and 1990s, when the company first entered the world scene, standardized products and advertisements resulted in the world's staunch opposition to US imperialism. In response, Coca-Cola launched its marketing strategy called "Think local, act local" in 2000 to increase local sensitivity. Since then, Coca-Cola has become more and more successful and is still one of the most recognizable brands in the world. The key to success is the company's focus not only on the product and increasing the locality of advertising, but also on stability and universal values such as "happiness" or "sharing with others". For example, during the FIFA World Cup, every corporate homepage in the world featured local celebrities and cultural references, along with instantly recognizable Coca-Cola logos and slogans.

## Ikea

Founded in 1943 by Ingvar Kamprad, Ikea has become a globally recognized brand, with stores all over the world, from Japan to Croatia. Part of this success is due to universal customer appeal features such as low prices, sustainability, form, functionality and quality. However, as with any famous brand, it takes time for Ikea to understand its international audience. Even though they often

keep the same elements, the room displays differ from one another to suit local customs. For example, in Japan you can often find tatami mats with which the floor is traditionally covered. Building a global brand is by no means easy, but now that it's easier than ever to enter the international market, more and more companies can achieve it.

### 3.7 Practical conclusions - ways of creating an international marketing strategy

**Procedure:**

1. Assess if there is a demand for your product
2. Make sure you are able to deliver it
3. Conduct your competition analysis
4. Highlight your strengths and differentiators
5. Build remote business relationships
6. Verify the specificity of the market on which you want to operate
7. Check how your brand name sounds in a foreign language
8. Don't limit yourself in identifying your target audience

*For example, Oknoplast has over 1,500 showrooms in 10 European countries. He has already announced that before 2020 he plans to increase the turnover to PLN 1 billion a year and has a taste for conquering the global market.*

*CCC is also doing great. Currently, it has nearly 900 stores, 52% of which are abroad. The company is now expanding into the Russian market. Inglot is also a very strong player. He has already opened over 600 boutiques in 90 countries, and opens 60 more each year.*

*What do these brands have in common? Their empire was built on the work, determination and creativity of micro teams that developed rapidly. This shows the potential of a good idea and proper execution combined with the right business strategy.*

*Oknoplast, with entering the global market, refreshed its communication and decided to implement completely new forms of promotion, such as checking the durability of its windows during the first such test in Europe using an airplane.*

9. Answer what you give your customers in addition to the product
10. Make sure your logo is legal and original
11. Create a promotion strategy

12. Determine who will fight for you - having brand ambassadors on the global market is very important.

### Conclusions

- If your product itself does not stand out from the competition, distinguish it with other elements. Customers will appreciate perfect service and small gifts. It can be a material thing, but also, for example, a free e-book - people love freebies.
- A small company may not be able and unable to compete with a global concern in the marketplace in a classic and traditional way. However, it can win against it by building an engaged community. You should always reach specific clients and build strong relationships - let them become local ambassadors.
- Do not choose too many communication channels. You won't be able to manage them all equally effectively. Quality, not quantity, will allow you to effectively reach the recipients of your products or services. First, think about the areas in which you feel most confident and build your brand there.

Globalization is also about population mobility, which is now much more accessible than it used to be. Thus, almost everyone can have access to knowledge and products from another corner of the world, which will then be implemented in their homeland<sup>66</sup>. In order to maintain a balance between the two extreme models, glocalisation appeared.

### **GLOCATION = GLOBALIZATION + LOCATION<sup>67</sup>.**

Glocalisation is a combination of the words globalization and localization. It consists in combining what is global with what is local on various levels and planes. The term glocalisation appeared in the 1980s and is associated with a business strategy that was popular in Japan at that time. Glocalisation is about adapting global products, their advertising and marketing strategies to local guidelines and customer needs. Ronald Robertson defined glocalisation as the adaptation of global actions to local conditions<sup>68</sup>. Contrary to appearances, globalization does not lead to the destruction of locality, but it increases the feeling of locality. In the past, globalization and glocalisation were used as sy-

<sup>66</sup> Kucharczyk K., Łajca P., The phenomenon of globalization in the modern world, "Polonia Journal" 2017, No. 5-6, pp. 116-121.

<sup>67</sup> Więckiewicz-Archacka M., Glokalizacja and grassroots media: local communities in the global network, "Scientific Papers of the Ostrołęka Scientific Society" 2014, issue 28, p. 315.

<sup>68</sup> Słodowa-Hełpa M., Between globalization and glocalisation, "Studia oeconomica posananiensia" 2017, No. 5, p. 10.

onymous terms, but they were gradually abandoned from their use interchangeably and began to be treated as a tandem of complementary categories. One example of a well-applied glocalisation is the global company McDonald, which offers its customers different products depending on the country. In Canada, for example, you can find lobster sandwiches, and in Germany, beer<sup>69</sup>. Activity on international markets requires the use of specific techniques of communication with the environment. There are several factors to consider when developing a marketing strategy for a multinational enterprise, including how consumers perceive the country of origin of the brand (this could be a factor in favor of a global strategy). It is impossible to clearly define the best solution for all economic entities or problems faced by given organizations. The decision on the company's marketing strategy should be made after careful analysis of the cultures in which the company intends to enter.

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<sup>69</sup>A. Turek, Technology companies must be like McDonald's? Glocalisation, i.e. how to change a business depending on the market, <https://innpoland.pl/118123,firmy-technologiczne-nie-moga-byc-jak-mcdonald-s-glokalizacja-czyli-jak-zmieniac-biznes-w-zaleznosci-od-ryнку>



# INTERNATIONAL MARKETING - MIX AND NEW TRENDS AND TOOLS IN GLOBAL MARKETING

## 4.1 Characteristics of international marketing - mix

The marketing mix on the international market differs from domestic marketing activities as a result of a different micro, macroeconomic and social environment. Marketing mix is the use of various marketing instruments to achieve a specific goal. These instruments include: product, price, distribution and promotion, called the 4P concept (product, price, place, promotion)<sup>70</sup>.

We distinguish ourselves on the foreign market marketing mix in three forms (models), as:

1. Global marketing mix strategy, which is based on the assumption that there is so-called global consumer with similar needs and preferences. Identical marketing instruments and their combinations are used in foreign markets.
2. The national marketing mix strategy, which assumes that a separate marketing strategy is used for each country.
3. A hybrid (combined) marketing mix strategy, which consists in standardizing one of the instruments and adapting the others to the features and conditions of a given foreign market.

### Product strategy

Policy product on the international market includes the following operating strategies:

**Standardization the product** - undertaking introduces on market foreign unchanged product. Such action it makes sense when a product, due to its nature, is similar in different markets utility. The use of this strategy is convenient and inexpensive. An example of a company using this strategy is IKEA. The selection of a product standardization strategy is based on the assumptions that:

- It is possible to achieve "economies of scale" by extending the production line, resulting in a unit one cost production is decreasing,
- The cost of research and development for the search for new solutions is lower,
- The uniform nature of the strategy diminishes budget promotional,
- Loyalty buyers will be retained by being able to purchase the same product regardless of the country,
- System technology in production is standardized.

<sup>70</sup> Fontara K. (ed.), International Marketing. Contemporary trends and practice, PWN, Warsaw 2014, pp. 12-13.

**Adaptation the product**- it is the adaptation of the product and its properties to the conditions prevailing on a given market. Applies to packaging, size, product symbol (e.g. depending on the culture of a given country), color.

Product adaptation requires big inputs capital and experience. The main factors in choosing this strategy are:

- Legal, economic, technical and geographical conditions as well as those related to cultural differences,
- Current demand on the product and market trends,
- Current competition strategies.

**Innovation strategies**- introducing a new product to the market:

- Rapid Innovation Strategy - It's about innovating as quickly as possible when risk is minor, and costs alternative high,
- Slow innovation strategy - preparing a version of a new product that fully meets the requirements of customers.

According to the category of the priority of introducing and the degree of innovation originality, we distinguish two types of strategies:

- Innovative leadership - continuous, cyclical introduction of new products to the foreign market. This strategy requires shortening the product life cycle and is based on making alliances with other companies. Predicts big inputs financial for marketing activities and production.
- Imitation - a reaction to the actions of an innovator, incl. uses his experience with the help of licensing and know-how or introducing improvements to current solutions<sup>71</sup>.

**Cooperation strategy**- creation joint venture with a local entrepreneur in a foreign market. The company uses this strategy when the innovation risk and opportunity costs are too big. The local partner knows their market well and can better estimate the size of the demand.

**Gradual changes to the product**- this situation means that there is no danger of the emergence of competition, and the forecasts encourage the introduction of new things.

**Product life cycle.** Thanks to the activities of enterprises in the field of introducing a new product on the foreign market, it was possible to create the concept of

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<sup>71</sup> Grzegorzczuk W., Marketing strategies of enterprises on the international market, Publishing House of the University of Łódź, Łódź 2011, p. 57.

an international product life cycle. This concept boils down to moving the product from countries with a high level of economic development to countries with a lower level. This was confirmed on the example of, inter alia, passenger cars, household appliances, audiovisual equipment or leather industry products. International product life cycle consists of three phases:

1. Innovative product phase - introducing the product to the market.
2. Ripe product phase.
3. Standardized product phase.

You can target the product at a new market at every stage of the product life cycle. The marketing mix is appropriately matched to the life stage of the product. The attitude of buyers towards the product also changes in individual phases of the cycle<sup>72</sup>.

The four basic elements of the international product life cycle theory are: product demand structure, production, international competition and marketing strategy, and the marketing strategy of the company that invented or innovated the product.

These elements are categorized according to the stage of the product in the traditional product lifecycle. Introduction, growth, maturity, and decline are all stages in the basic product life cycle.

At the launch stage, the product is new and not fully understood by most consumers. Customers who understand this product may pay a higher price for the most modern good or service. Production depends on skilled workers producing in short series with rapidly changing production methods. The innovator sells mainly on the domestic market, from time to time conducting business to sell the product to consumers in other developed countries.

International competition usually does not exist in the introduction phase, but during the growth phase, competitors in developed markets start copying the product and selling domestically. Such competitors can also branch out and start exporting, often starting with the country that originally innovated the product. The growth phase is also characterized by the emerging product standard based on mass production. Price wars often start as the innovator crumbles into an increasing number of developed countries, introducing the product to new and untapped markets.

At some point, a product enters the maturity phase of the international product lifecycle, and even the global market becomes saturated, meaning nearly everyone who would buy a product would have purchased it from an innovative company or one of its competitors. Companies compete for other consumers thanks to lower prices and advanced product features. Production

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<sup>72</sup> Michalski E., Marketing, PWN 2017, p. 209.

is stable, with an emphasis on cost-effective production methods so that reduced prices can be passed on to value-conscious consumers.

Product innovators must protect both foreign and domestic markets from international competition, while finally tapping into more expanding markets in search of new customers. When a product reaches its decline, innovators can move production to these developing countries to increase sales and keep costs low. During a decline, a product may become obsolete in most developed countries, or the price is so low that the market becomes almost 100% saturated.

## 4.2 Pricing strategy on foreign markets

Pricing policy is related to the problem of price management on an international scale. There are two positions here.

1. It is important to conduct a separate pricing policy of the enterprise on foreign markets. In this case organization implements a polycentric (sometimes regiocentric) strategy, taking into account the specificity of individual foreign markets.
2. Development technology brings distant markets closer and makes it more and more difficult to conduct a separate pricing policy in the country and abroad. In this case, the company implements a global strategy, when internationalization processes blur the differences between individual markets.

In both cases, the company is forced to set the price, make a decision about its possible changes or differentiation. The following factors affect the price:

- form of operation on the international market,
- inflation rate,
- exchange rates - both in the country of the exporter and the importer,
- parallel import phenomena,
- forms of payment in foreign trade,
- laws in different countries relating to price freedom,
- the intensity of competition,
- buyers' attitude to imported products,
- the degree of demand for a given product

We include the methods of determining the amount of prices<sup>73</sup>:

1. Cost - the assumption is that the price of the product should cover the costs of production and sale
2. Demand - consists in estimating the value generated by buyers and their willingness to pay for the product
3. Competitor price analysis - this allows you to determine the range, where the upper one value we set the value of the product, and the lower limit is based on the unit value variable cost the product.

In addition, we distinguish a pricing strategy in which we take into account the amount of accepted prices.

Table 2: Types of pricing strategies from the perspective of price levels

HIGH PRICE STRATEGY (SKIMMING)	NEUTRAL PRICE STRATEGY	LOW PRICE STRATEGY (PENETRATION)
<ul style="list-style-type: none"> <li>+quick return on investment</li> <li>+safeguard against unplanned changes in costs</li> </ul>	<ul style="list-style-type: none"> <li>+less chance of errors</li> </ul>	<ul style="list-style-type: none"> <li>+quick market penetration</li> <li>+high sales</li> </ul>
<ul style="list-style-type: none"> <li>-generating high expectations from consumers</li> <li>-it discourages buyers from buying</li> </ul>	<ul style="list-style-type: none"> <li>-the offer is not distinguished on the market</li> </ul>	<ul style="list-style-type: none"> <li>-the need to cut costs</li> <li>-associating low price with low quality</li> </ul>

Source: Grzegorzczuk W., Marketing strategies of enterprises on the international market, Publishing House of the University of Łódź, Łódź 2011, pp. 140-145.

**Distribution strategy.** On the international market, distribution is defined as activities related to offering products on this market in an appropriate form, place and time. The above-mentioned activities must, however, be adapted to the remaining instruments of the marketing mix and change with them. The main goal of the distribution policy is to overcome the spatial, temporal and property barriers separating the producer from the final recipient.

<sup>73</sup> Grzegorzczuk W., Marketing strategies of enterprises on the international market, Publishing House of the University of Łódź, Łódź 2011, pp. 140-145.

The following factors determine the selection of the appropriate distribution channel on the foreign market:

- goalsmarketing companies when the goal of the organization is to get a big one as soon as possible share in the market,
- the size of the enterprise and its resources - it is decided by decisions regarding the employment of intermediaries in the distribution channel, creation of own branches or retail stores,
- the company's experience in operating abroad and the intensity of these activities,
- product type - e.g. non-durable product requires shortening of the distribution channel,
- markproduct - it can define the seller's position in relation to the next links in the distribution channel,
- priceproduct - is related to the target type of buyers,

A company that decides to start operating on foreign markets must make decisions on:

- the risks that exist on delivery and sales products,
- creating your own distribution channels,
- length and width of distribution channels.

According to A. Smalec, there are two main forms of entering the international market<sup>74</sup>:

- requiring institutional localization - investments comprehensive, commercial branches, assembly plants, production plants
- not requiring institutional location - we include here export and its varieties, trader removable, license transfer, franchising, contract managerial.

**Promotion strategy.** The promotion policy consists in providing new potential buyers with information about the company, its products and persuading them to buy these products. The selection and use of the instruments needed to achieve these goals depends on factors such as<sup>75</sup>:

- the purpose of promotion on the international market,

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<sup>74</sup> Smalec A., International Marketing, Scientific Publishers of the University of Szczecin, Szczecin 2013, p. 47.

<sup>75</sup> Smalec A., Marketing... ..op.cit., P. 124.



- financial resources and experience in operating on foreign markets,
- legal regulations - regulate promotional activities abroad,
- cultural factor - this group includes, for example, language, habits, religion, symbols, associations related to a given color,
- attitude to foreign products,
- competition on the foreign market? the enterprise may undertake similar activities as experienced competitors or, if it lacks resources, undertake cooperative activities with the participants of the distribution channel and jointly conduct promotion,
- type of product quality,
- recipient type.

As in the case of other marketing mix instruments, both the promotion policy varies between the choice of standardization or adaptation. There are mainly three possibilities of using promotional activities:

- Applying the same message, adapting only the language issues,
- Application of the same theme, adapting selected elements specific to a given country
- The use of adaptation of the entire concept of advertising so that it is best suited to the new market.

**Accuracy of choosing an international marketing mix strategy** is verified by achieving the planned level of export and profit. Import decisions are determined by the socio-economic situation of the country and must be rationally justified. The expansion of exports to the markets of many countries leads to the crystallization of the world market. When formulating marketing strategies on the global market, the producer tries to develop one marketing mix, adapted only to a minimal extent to the cultural, technical, topographic and climatic requirements of a given country. Products exported to the world market should be among the best in the world in terms of production technology, utility functions, modernity and quality.

**Strategies of international exchange** must be closely related to the producer's strategy in terms of distribution, technical progress, manufacturing process, finance, organizational structure, employment and adaptation to the external environment. The marketing mix can be unified in some way if countries can be grouped according to their level of economic development, culture, infrastructure, or applicable law. Strategies for adapting the marketing mix are determined by joint consideration of the factors that determine the acceptance

of a product on a given foreign market, with particular emphasis on the attitude towards competing products. We can distinguish five typical strategies of product adaptation and promotion to the foreign market: offering the same product and the same promotion as in the country; adaptation of promotion only; product adaptation only; simultaneous product and promotion adaptation;

### 4.3 Forms of expansion into foreign markets

The basic and most frequently used forms of "entry" to foreign markets are:

- indirect export
- direct export
- licensing
- production to order(Contract Manufacturing)
- commonproject(Join Venture)
- foreign branch

#### **Indirect export**

It is one of the strategies; it concerns a foreign onesalesproducts through a domestic intermediary - he buys products in the country, and the purpose is to resell them on the foreign market. Very often the role of intermediaries is performed by foreign trade enterprises that also deal with foreign wholesale. Their job is to collect orders from overseas and the next step isattempltplacing the production in the country. For small and medium-sized companies, this export is a good form of entering the foreign market, if they do not have the appropriate amount of capital and do not want to take large risks<sup>76</sup>.

Benefits:

- the costs of entering the foreign market are not high,
- difficulties related to entering a foreign market are solved by an intermediary,
- financial risk is not high,
- marketing investment costs are not borne by the company,

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<sup>76</sup>More: Altkorn J. (ed.), Marketing Basics, Marketing Institute, Kraków, 2004; Bąk M., Kulawczuk P.,The IP exporter's guide for SMEs, Polish Chamber of Commerce, Warsaw, 2010; Gorynia M.,Strategies of foreign expansion of enterprises, PWE, Warsaw, 2007.

- it is not necessary to establish a separate organizational unit that would be responsible for exports.

#### Defects:

- transactions are poorly profitable,
- no foreign experience,
- no knowledge of foreign markets,
- agent dependence.

### **Direct export**

It is carried out by its own export unit, whose task is to penetrate and research foreign markets, as well as establish contacts and conduct negotiations. The cell can perform these tasks in the country, but sometimes it is necessary to travel abroad in order to conduct negotiation and signing contracts. Most of the large companies have special project teams whose task is to manage export tasks. In small businesses, often one person is responsible for trade foreign.

For the export contract to take effect success high are important skills marketing and experience.

#### Benefits:

- individual stages export are controlled by the company,
- direct contact of the company with foreign recipients,
- gaining experience and getting to know foreign markets,
- the level of qualifications and requirements for sales employees increases,
- a stronger shift to foreign standards.

#### Defects:

- increases risk failures and take off,
- are increasing operation costs and organizational,
- difficulty in finding suitable employees.

#### Types of direct export:

- from the country carried out by a foreign agent,
- from the country through its own representative office abroad,
- through its own distribution network.

## Licensing

It consists in providing a foreign contractor with the so-called "Intangible assets." This sharing takes place in return for a fee called royalties. The license agreement lasts from 5 to 10 years. One form of licensing is franchising. It includes the transfer of the right to use the entire marketing program, which includes: logo company, trademark of the product, way of making the product and doing business.

### Benefits:

- low inputs investment costs and costs of entering the foreign market,
- license agreement causes constant income,
- mark commercial and company logo contributes to the company's strong presence on the foreign market,
- the possibility of extending the product life cycle,
- no shipping costs.

### Defects:

- production and distribution are not fully controlled,
- danger of disloyalty of licensees,
- income licenses are lower compared to other forms of activity on the market,
- licensing can only be applied to selected products.

## Custom production

Foreign contractor looking in the country production companies that will undertake to manufacture the product according to the specifications of the contract. Producer husband task making the product from materials that are often supplied and accepting the price terms of processing. Producers who are able to stay within the limits of the index price are sought. The foreign contractor is responsible for the sale and promotion of the product, often giving it its own brand. This type of trade comes with an emphasis on cost reduction.

### Benefits:

- low risk,
- low commitment capital,
- low human capital requirements.

### Defects:

- low profitability,

- the company has no opportunity to gain foreign experience,
- limited contact with foreign markets.

### **Joint venture**

It is a form of merger of enterprises in order to carry out a specific activity. The foreign partner contributes to enterprises knowledge of customer and market tastes and political contacts<sup>77</sup>.

#### Benefits:

- the exporter's use of the knowledge of local conditions by the partner,
- combination of our and partner's knowledge,
- the risk is distributed among partners.

#### Defects:

- formal difficulties that arise when establishing a company,
- disclosure of commercial and technical secrets,
- there may be a difference between the goals of the partners,
- there may be differences in strategy,
- high costs and risks.

### **There are four types of joint venture:**

- Licensing - involves entering a foreign market as a result of an agreement with a licensor who acquires the rights to use the manufacturing process, a trademark for a license fee patents and other values. While the award of a license may be accompanied by various forms of control by the licensor, it is not uncommon in practice to undercut the quality of the licensee. This leads to a lowering image the licensee and its brands. The effects of selling extensive licensing are similar. It also happens that the licensee becomes a competitor of the licensor.
- Production contracting - it is a joint venture involving the order by a company of a foreign manufacturer to manufacture its product or provide its services. It is one of the ways to enter hard-to-reach markets due to existing supply problems, special labor relations, government protection, or nationalist sentiment. Agreement it assumes entrusting the production partner to the partner, but leaves the marketing to the ordering party. The benefits of contracting are a faster start on the foreign market with

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<sup>77</sup> Wider: Niezrój R., Marketing management. Strategic aspects, PWN, Warsaw 1996; Parasuraman A., Marketing research, Cambridge, Mass 1986; Pietrasiński P., International Marketing Strategies, PWE, Warsaw 2005; Basics of marketing, ed. J. Altkorn, Instytut Marketingu, Kraków 1995.

less risk and ease with a possible, later buyout of a local producer. The downside is reduced control over production or services.

- **Contract managerial** - means that business provides a foreign partner with a complete on management system that provides a full contribution capital. The subject of export is therefore intellectual service. Many hotels, airports, mines, etc. are managed in this way. Contract for management it brings immediate effects and is not very risky, because in the event of political or economic disturbances seller services may withdraw from the foreign market. At the same time, the contract protects the company against competition from the partner. The attractiveness of the contract increases if the initiator of the contract intends to take over the partner's company over time.
- **Conproperty-** is an undertaking involving the merger of the company with investors on a foreign market in order to conduct business there. The company can purchase shares in a local enterprise or both parties can create a new one together undertaking. The prerequisite for creating joint organizations is the pursuit of synergy. Individual participants in the company may lack the capital, technology or qualifications needed to undertake specific economic activities. Combining the funds of one partner with the know-how of the other can be beneficial for both. Opportunity is also a frequent impulse for cooperation sales attractive products by merging with a partner who has a good understanding of the local market and the distribution network operating there. The goal of the joint company is also the intention to develop exports on third markets. Shared ownership it may result not only from economic but also political reasons. Due to import restrictions and the desire to attract foreign capital, the creation of joint ventures is the only way to enter foreign markets in many countries.

### **Foreign branch**

The most profitable a form of entering foreign markets, but also costly and risky. This form is characterized by great independence in operational activities. It mainly concerns large companies.

Benefits:

- total supervision over operations performed in the company
- easily accessible local resources
- avoiding customs barriers
- unifying the marketing and development strategy of the parent company and its subsidiaries



- the greatest potential benefits
- cheaper workforce therefore lower costs of production

#### Defects:

- the costs of entering the foreign market are high
- formal and administrative difficulties may arise when establishing a branch
- in some countries the population may be hostile to an overseas affiliate
- Create from scratch abilities production and commercial

**Introducing the product to foreign markets** requires, among others Deciding whether it should be introduced simultaneously on more markets (model "watering") or only a few in a specific order (the "waterfall" model). Model -System assumptions, concepts and relationships between them that allow to describe (model) some aspect of reality in an approximate way. Generally expressed in the language of mathematics (the so-called mathematical model, because such a way of notation makes it possible to verify it experimentally. Concentration on a given market requires more time, but less commitment. capital and human resources. Too much when resources are concentrated in one country, undertaking it more easily achieves the appropriate critical mass there, thanks to which it is possible to gain the position of an important competitor. Various studies have shown that the "waterfall" model is preferable to the "water trap" model.

This advantage manifests itself especially when<sup>78</sup>:

- Product life cycle is relatively long,
- The sizes of the target market niche (potential demand) are varied,
- Many markets are weak competitiveness,
- Depending on the infrastructure, the pace and size of acceptance may be greater in "lagging" countries than in "leading" countries.

Moreover, the higher the product prices are, the higher it is probability that the offer will be introduced faster in developed economies. Therefore, there is no one perfect formula for entering the market. Governments separate their countries' markets from others by setting tariffs, import quotas and licenses, regu-

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<sup>78</sup> Grzegorzczuk M., Marketing strategies of Polish enterprises on international markets, University of Łódź, Łódź 2011; Karasiewicz G., Marketing strategies of internationalization of Polish enterprises - historical approach, Oficyna a Wolters Kluwer business, Warsaw, 2013; Kosowska M., Internationalization of small enterprises: criteria for selecting an internationalization strategy, Museum History of Poland, Szczecin, 2009.

latory production and trade regulations (e.g. stricter food and drug laws, product labeling), foreign exchange rates, taxes, shipping, and more. The strategies should therefore be tailored to the specific conditions and needs of the moment. The situation in a given market may suggest new, interesting, but still untested forms of action. They may turn out to be attractive to an experienced international organization, but very risky for a company that is taking its first steps abroad. While the choice of forms of entry is varied, so much so costs wrong choices can be very high.

### **Foreign Direct Investment**

The highest form of involvement in foreign markets is the creation of own assembly plants and production plants. Investments such can serve:

- production of components or final products intended for assembly or sale in other countries (offshore production), the aim of which is to minimize costs production (lower cost employment, raw materials, etc.),
- manufacturing replicas of products manufactured in the investor's countries in the immediate vicinity of the market, better adapting them to local conditions and monitoring local changes in demand and competition,
- bypassing import barriers,
- shaping a good international image of the company as a creator of new jobs,
- getting rid of environmentally harmful or expensive production from the country,
- avoiding high taxation in your home country.

**Investing directly abroad** requires a decision whether it is more profitable to buy existing objects or to create them from scratch. Building from scratch usually requires larger ones inputs, but allows for such benefits as a better location, more modern technology and gaining various concessions and preferences from local authorities interested in employing local labor and developing the region. The purchase allows the buyer to enter the target market faster. Investor then takes over the buyers to enter the target market. The purchase enables the buyer to enter the target market faster. The investor then takes over such assets, such as: trademarks, distribution channels, qualified staff, know-how, contacts and others. But a purchase can also mean taking over problems such as outdated equipment or the need to seriously restructure existing employment.

## 4.4 Trends in international marketing

The Deloitte research, presented in the Global Marketing Trends 2021 Report, shows that in difficult times, consumers expect something more from brands they want to remain loyal to. Conclusions<sup>79</sup>:

- Nearly four out of five respondents were able to pinpoint the moment when a given brand responded positively to the pandemic, and one in five strongly agreed that this led to increased brand loyalty.
- More than 25 percent of consumers who noticed that companies were acting for their own benefit decided to resign from the products or services of these brands.
- More than 70 percent of those polled said they value digital solutions that deepen their relationships with other people, and 63 percent believe that even after the pandemic is over, they will rely on digital technologies more than they did in pre-vision times.
- 58 percent of respondents were able to identify at least one brand that quickly changed its operating strategy to better meet consumer needs, and 82 percent said they were more likely to buy or use the company's products for this reason.

If you look at the results of both studies at the same time, you can draw a very clear conclusion: in times of uncertainty, people expect specific help from companies - and reward those that can meet the urgent need for relationships and bonds, especially interpersonal bonds, here and now. Therefore, you can indicate marketing trends that allow you to flexibly react to changes in the environment and respond to customer needs as they arise, as well as change business models in such a way as to better adapt them to changing needs.

### **Trend 1: Businesses Built to Grow.**

Efficient marketing management in a constantly changing reality thanks to goal orientation. In some cases, there are concerns about engaging with the community if there is no possibility of direct interaction or, from a HR perspective, supporting both those employees who deal directly with customer service and those who are locked up at home. Companies are increasingly wondering how to change their position in the market to best serve their stakeholders. Such

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<sup>79</sup> Cited in: O'Brien D., Veenstra J., Murphy T., The makings of a more confident CMO: Three ways to increase C-suite impact, Deloitte Insights, September 18, 2019 and Global Marketing Trends 2021 Report: How to set a course in times of uncertainty ?, Deloitte 2021;

<https://www2.deloitte.com/pl/pl/pages/deloitte-digital/Articles/Raport-Global-Marketing-Trends-2021-Jak-wy-znaczc-kurs-w-czasach-niepewnosci.html>

companies understand well why they were created and to whom they are best to serve - whether customers or employees, or the community - regardless of what they are selling at the moment. Importantly, consumers appreciate such companies. Fortunately, people pay attention to these brands. In a Deloitte survey of 2,447 consumers worldwide, 79 percent of respondents remembered when brands responded positively to the COVID-19 pandemic by helping their customers, employees and communities. Such assistance manifested itself in many ways: financial institutions withheld overdraft payments and deferred the repayment of loans; shoe companies donated thousands of pairs of shoes to nurses treating their communities; many companies have changed their long-term corporate policies to better support the employees who keep the company going. When the company's response to a crisis situation results from a holistic goal, linking the role of the enterprise in society with its long-term value, there is a clear link between brand identity and sustained commitment to all stakeholders - not only shareholders, but also customers, employees, suppliers and the community. Entities that operate in this way are called goal-oriented enterprises. Driven by a genuine, company-wide goal, these organizations transform difficult decisions into simple choices, steadfastly following the path that best suits their goals. Target-oriented businesses not only attract more attention, but also stimulate consumers to act. Driven by a genuine, company-wide goal, these organizations transform difficult decisions into simple choices, steadfastly following the path that best suits their goals. Target-oriented businesses not only attract more attention, but also stimulate consumers to act. Driven by a genuine, company-wide goal, these organizations transform difficult decisions into simple choices, steadfastly following the path that best suits their goals. Target-oriented businesses not only attract more attention, but also stimulate consumers to act.

## **Trend 2: Changing the rules of the game**

For decades, the rules of the recession have remained the same: either save and focus on costs to stay out of a difficult period, or spend ahead of demand to increase market share. However, the economic downturn caused by the pandemic was unique because it forced enormous, rapid changes in the behavior of consumers who opted for digital channels by opting out of shopping in brick-and-mortar stores. Therefore, the crisis requires the application of new rules: an agile digital channel strategy that will respond to customer needs as they arise. If the company does not choose it, it risks losing importance in the market, and the economic situation is already very tense. According to the results of a study we conducted with 2,447 consumers from around the world, 58 percent were able to name a company that quickly revised its offering to better accommodate the "new normal" caused by the COVID-19 pandemic. 82 percent of people from this group also stated that such a new, tailored offer made them more willing to buy products or services of this brand. Coronavirus caused consumers to appreciate more and more willingly use digital channels - 66 percent of respondents confirmed that due to the pandemic they appreciate technology design better; 63 percent also said they would use digital

technology more even after the pandemic is over. Considering the rapid changes in customer engagement expectations, and the fact that customers today value digital technologies more and use them more often,

**Trend 3: Know yourself-** the third of the seven trends described in the Global Marketing Trends 2021 report asks the question - What is more important - efficiency or human experience? It is a choice between a cheaper and a safer flight; purchasing clothes with the fastest delivery or from the supplier with the most ethical supply chain; relying on investment guidance from a robotic adviser or taking the time to ensure that our money is spent on investments that do not conflict with our values. a kind of debt arises, and its manifestation may be biased results, a feeling of exclusion and social isolation. which did not or could not appeal to the values cherished by all, in favor of those more focused on the human aspect. For example, when nearly 2,500 consumers around the world were surveyed in April 2000, one in four people strongly agreed that they were leaving products and services of brands they believed were acting for their own benefit. At the same time, more than 70 percent of respondents said that digital innovation is important as it deepens relationships with other people during the COVID-19 pandemic. COVID-19 and the highlighting of systemic "racism" have prompted people to rethink their values - businesses should follow suit in response to the needs of their customers, employees and partners.

#### **Trend 4: We keep our promises - or not**

To build trust in these turbulent times, companies should pay attention to what people value more than what they appear to be - and make sure that the promises match what is actually possible to deliver them. Trust is a highly contextualized conversation. In an executive environment, for a CEO, trust can fulfill our promise to bring innovative products and services to market. The chief information security officer may understand trust in terms of data transparency and cybersecurity, and the chief marketing officer may understand the experience and message conveyed by the brand. Viewed in isolation from management functions, trust depends on what customers and employees value most.

COVID-19, like any other crisis, emphasizes the importance of the relationship between brand and trust. This means that a brand's reputation depends on the relationship between promises (message, advertising) and execution (i.e. experiences). If the discrepancy between the message conveyed by the company and its actions grows, trust decreases and financial results decrease.

To what extent can this harm the brand? In April, Dolittle conducted a survey of 2,447 people from eight countries to better understand how people perceived and reacted to brands in the first days after the outbreak. Respondents were very sensitive to negative actions taken by companies during the pandemic - 66 percent were able to recall situations when companies acted for their own benefit (e.g. by increasing the prices of essential items). Considering the number of complex dependencies, it is not difficult to miss something when preparing a message for customers and then delivering promises.

**Trend 5: Two-way street.** The fifth of the seven trends described in the Global Marketing Trends 2021 report assumes the development of an engagement building strategy that is based on customer participation at the deepest level. How customer participation translates into an engagement building strategy. Participation is manifested through low-effort activities such as writing reviews online or posting a brand on social media, and by collaborating with the brand to create new products or original content (e.g., posting videos and information on blogs). And because digital technologies bring people and businesses closer together (for more information, see the section entitled "Changing the rules of the game"), the more popular the deeper, more demanding forms of participation become. Customer engagement quickly turns into a kind of "two-way street" - customers act as brand ambassadors, influencers, associates and innovators. In the new context, marketers can benefit - as well as stay ahead of the competition - by developing an engagement building strategy that relies on customer participation at the deepest level and brings mutual benefits to both customers and the brand. It should be remembered that customer participation covers both passive and active methods of interaction in order to influence the brand. Passive participation refers to low-effort and low-effort activities where people provide feedback (e.g. write reviews) or discuss the brand. Active participation is more purposeful and engaged ways of interacting with the brand (e.g. co-creating and developing original content).

**Trend 6: A new ecosystem.** Companies will be better able to help the people they serve by creating an innovative experience through cross-industry partnerships. Worldwide restrictions and restrictions in connection with the COVID-19 pandemic have brought universal human needs to the fore. These needs are manifold, ranging from access to basic products and services, the ability to interact with family and friends, and navigating a disturbed work environment at a time when "normal" life has changed dramatically. The crisis has created a melting pot full of experiments and community, business, government and individual innovation as new ways of meeting such people's needs are developed. to look for better ways to meet the needs of your customers. Currently, many companies are moving away from customer service with the use of point products and solutions. These companies are abandoning the traditional framework to truly understand the needs of the people they serve in a more fundamental way. With this knowledge, they try to look at these needs more holistically. It's not about doing the "same thing better." Companies today have the opportunity to completely transform their partnership strategies that open the way to solutions for the people they serve. The most important thing to remember: people don't need cars, but they have to get from point A to point B. They also don't need surgery, but they have to be healthy. In a Deloitte survey of 405 managers, we asked what company leaders hope to achieve through their pandemic response actions. The overwhelming majority of them viewed their investments in terms of pandemic response measures, topping the list with improved efficiency and effectiveness (42%) and better risk management (38%). Very few respondents thought of investing to increase income (17%), to stand out from the competition (17%) or to make breakthroughs in the industry



(6%) - although such goals are essential ingredients for the company's future growth. The overwhelming majority of them viewed their investments in terms of pandemic response measures, topping the list with improved efficiency and effectiveness (42%) and better risk management (38%). Very few respondents thought of investing to increase income (17%), to stand out from the competition (17%) or to make breakthroughs in the industry (6%) - although such goals are essential ingredients for the company's future growth. The overwhelming majority of them viewed their investments in terms of pandemic response measures, topping the list with improved efficiency and effectiveness (42%) and better risk management (38%). Very few respondents thought of investing to increase income (17%), to stand out from the competition (17%) or to make breakthroughs in the industry (6%) - although such goals are essential ingredients for the company's future growth.

**Trend 7: A breakthrough in marketing.** Rapid changes in the marketing environment should translate into transforming the talent development model in such a way that marketing becomes a source of competitive advantage. Over the past few years, the tasks and roles of the marketing and talent departments have changed dramatically. Today, it is obvious that the function of the marketing director is evolving - he is no longer a brand manager, but a strategic thinker, a person thanks to whom the income of the entire company grows. At the same time, in discussions about talent in companies from various industries, and in particular in discussions about changes to talent development models, the same threads keep repeating. Marketing directors (and heads of other divisions) have already incorporated many of these trends into their activities to varying degrees. Then COVID-19 came along. Out of necessity companies have changed the way they do work. When Dolittle conducted a survey of 405 US executives in May, it noticed that some HR trends were gaining momentum and others were just starting to emerge. The study found that in the new normality, marketing directors introduced multiple artificial intelligence (AI) solutions to automate work (77 percent). At the same time, only 6 percent of the respondents began to rely more on various forms of contract work (the so-called gig economy) - which, perhaps, reflects how easy it is to regulate the involvement of part-time workers during the economic downturn. When Dolittle conducted a survey of 405 US executives in May, it noticed that some of the HR trends were gaining momentum while others were just starting to emerge. The study found that in the new normality, marketing directors introduced multiple artificial intelligence (AI) solutions to automate work (77 percent). At the same time, only 6 percent of respondents began to rely more on various forms of contract work (the so-called gig economy) - which, perhaps, reflects how easy it is to regulate the involvement of part-time workers during the economic downturn. When Dolittle conducted a survey of 405 US executives in May, it noticed that some HR trends were gaining momentum and others were just starting to emerge. The study found that in the new normality, marketing directors introduced multiple artificial intelligence (AI) solutions to automate work (77 percent). At the same time, only 6 percent of respondents began to rely more on various forms of contract work (the so-called gig economy) - which,

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COVID-19 has become a kind of catalyst that has made these emerging trends in marketing and talent development take a new path. When we asked managers what the most important functional areas for the next 12 months were, marketing and sales came second (61%) after digitization and technologies (68%). There is also evidence that the role of the marketing director can gain momentum. Just 20 months ago, 46% of marketing executives said they had a significant impact on the discussions of management personnel about marketing strategy<sup>2</sup>. Now that figure has almost doubled to 81%. To cope with the accelerated pace of change, marketing directors need to prioritize the talent transformation of their units.

## 4.5 New international marketing tools in the context of changes in running a business

Pandemic, crises and the evolution of the way of doing business, including the modification of typical marketing tools, led to the creation of new tools, the development of which will proceed at a rapid pace. Tools such as:

### 1. Visual commerce, or the power of visual communication

Online shopping, although it has gained in popularity due to the closure of stores and shopping malls, its possibilities are still very limited. Despite the development of technology, it is not yet possible for online store customers to touch or smell the product. However, you can influence what consumers see and hear. The former is what the concept of visual commerce refers to, the visual presentation of products in the most attractive and encouraging way to buy. E-commerce or m-commerce is shopping primarily through the eyes. The inability to influence the other senses creates the so-called information deficit, so visual commerce should present the product in the most accurate and detailed way possible. Thanks to this, you can, to some extent, "compensate" the customer for not having access to broader data.

Brands are outdoing each other in attracting customers visually - you can observe more and more new, more varied ways of presenting visual content.

The growing popularity of online shopping has, in a way, forced e-commerce to improve the quality of services, ranging from visual effects to, for example,

the waiting time for delivery. Experts name visual commerce among the most important e-commerce trends for 2021. Online shopping provides a completely different experience than shopping in a brick-and-mortar store. For this reason, brands outdo each other in attracting customers visually. Even today, you can observe new and more varied ways of presenting visual content. Innovative solutions are introduced that improve the User Experience and directly influence the purchasing decisions of customers. The more interesting the idea, the greater the chances that the customer will not only make a purchase, but also spread information about the store<sup>80</sup>.

Brands - for the purposes of online sales - should definitely refine their visual commerce, i.e. visual commerce. It is the "concept of using compelling visual content and augmented reality to improve customer experience" and conversion, which is part of an overall sales strategy<sup>81</sup>. This means that all elements should be coherent, engaging and perfectly reflecting the brand's DNA - this is the only way to build a strong and recognizable brand.

### **What we see determines the first impression, and this in turn determines the next steps on the shopping path.**

If the consumer has a negative first impression of the brand, there is a high probability that he will not give it a second chance. However, if what we offer visual consumers attracts their attention and gives a professional impression, we can gain a loyal, satisfied customer. Therefore, it is worth being aware of how extremely important it is and how beneficial visual commerce can be. Visual effects are what catches the eye of consumers first, be it on the website or on the store's social media profile. Moreover, the appropriate presentation of the qualities of the product is one of the direct factors in the purchasing decision. It is important, however, not to color the reality too much, as this can result in increased returns and disappointed customers who expected something more afterwards.

So the key to success in visual commerce is finding the golden mean so that visual content is neither off-putting nor inconsistent with reality.

In conclusion, visual commerce is one of the most important elements of today's e-commerce. Only by taking care of a positive User Experience can you build a strong and recognizable brand with a large group of loyal customers. In other words, visual commerce is all visual content that the consumer may come across on various communication channels. In e-commerce, visual content is extremely important because customers are deprived of the possibility of testing products with senses other than sight and, possibly, hearing. User Generated Content (UGC) is content that is created by users, such as comments, reviews or try-on videos. UGC is important for visual commerce, because this type of content appears basically everywhere and directly or indirectly influences the purchasing decisions of subsequent customers. Increasingly, as a tool

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<sup>80</sup> <https://www.ideoforce.pl/wiedza/visual-commerce-czego-jest-i-jaki-ma-potencjaal,555.html>

<sup>81</sup> BigCommerce.com, What is Visual Commerce ?, internet access: <https://www.bigcommerce.com/ecommerce-answers/what-is-visual-commerce/>

for visual commerce, the so-called augmented and virtual reality, i.e. AR or VR. Augmented Reality and Virtual Reality are also sometimes used to influence social awareness, in addition to an advertising function, such as the Converse brand virtual store on a garbage patch drifting in the Pacific Ocean. The visual content experience can be improved, for example by standardizing it on various sales channels or ensuring high quality of, for example, photos<sup>82</sup>.

## 2. Implementing new solutions based on social listening

**Social listening** it is the observation of the market and competition, as well as an active attitude to consumer suggestions, can be a helpful hint in creating a visual commerce strategy. So **social listening** is a research method that is listening on the Internet, which allows you to track what people publish on the Internet, e.g. about a given brand, person, phenomenon, etc. but also about the one that is posted on the web in the form of photos without comment<sup>83</sup>. It includes the observation of the industry, competition, but most of all the mentions of the brand along with a quick response to them. Users, seeing that the company takes into account the problems and suggestions they report, and proposes specific solutions, feel trust in it. The information collected in this way can be used as an important element in the implementation of subsequent goals of the marketing strategy and adjusting the offer of products or services to the expectations of consumers. They will also allow you to more effectively and profitably reach new customers and build relationships and ties with the brand / product in relation to existing customers.

Nowadays, customers are quick to notice that the brand communication style or business profile is changing - in relation to the current reality, trends or trends. Deloitte, in its study of 2,447 consumers from around the world, showed that "58% of people were able to give the name of a company that quickly modified its offer to better adapt to the current global situation, dominated by COVID-19"<sup>84</sup>. What is more interesting, as many as "82% of people from the same group also stated that such a new, tailored offer made them more willing to buy products or services of this brand". The most popular and praiseworthy example in recent times were all clothing companies that started sewing masks. Here, for example, LPP should be indicated<sup>85</sup> and 4F<sup>86</sup>, but also to cite an example unrelated to the COVID-19 pandemic - Drogeria Pigment, which showed a pro-consumer attitude, thus responding to disturbing information about

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<sup>82</sup> <https://www.ideoforce.pl/wiedza/visual-commerce-czego-jest-i-jaki-ma-potencjaal,555.html>

<sup>83</sup> Brand24.pl, Paulina Wańczyk, Social listening - how to listen to understand the customer ? : <https://brand24.pl/blog/social-listening-6-rzeczy-ktore-warto-wiedziec/>

<sup>84</sup> Deloitte.com, Changing the rules of the game, The second of the seven trends described in the Global Marketing Trends 2021 report, November 2020, web access: <https://www2.deloitte.com/pl/pl/pages/deloitte-digital/Articles/Raport-Global-Marketing-Trends-2021-Jak-wyznaczc-kurs-w-czasach-niepewnosci/zmiana-zasad-gry.html>

<sup>85</sup> LPP.com, Press release, 20/03/2020, internet access: <https://www.lppsa.com/informacje-prasowe/lpp-wspiera-walke-z-koronawirusem-w-tym-maseczki-za-1-mln-zlotych>

<sup>86</sup> 4F profile on Facebook, video: # 4F helps - we sew masks, March 19, 2020, internet access: <https://www.facebook.com/watch/?v=492727451406312>

one of the cosmetics brands that are on offer in the store. Such a decision was positively received by clients.

Why is it worth implementing strategies based on social listening?

First. The issue of obtaining the so-called insights that can give a broad picture of the reception of a specific marketing campaign, show what customers of a given brand like and don't like about it, what they would change, e.g. in taste or packaging, if we think about a product from the FMCG area.

Secondly, social listening can be successfully used in the area of customer care by interacting with potential customers and current users, and thus building lasting relationships. And the point is not to express gratitude towards a given customer for the purchase of a given product or service, but it is also a great alternative to handling typical consumer matters in other channels than, for example, the helpline.

Thirdly - online listening is a method that allows you to manage brand security by preventing crises, which in the omnichannel era can often be the basis for the stability of marketing processes. A quick and individual approach to a given product / service is a key argument that it is worth using social listening in the space of social media.

In addition, social listening also offers a wide range of competition monitoring, because all activities leave a mark on the web. Thus, we can build a rich library of benchmarks and realistically assess whether the implementation in the case of our brand was actually successful, or whether in future activities something should be changed in our activities in the future.

### **3.E-commerce buttoned up to the last button**

**E-Commerce (electronic commerce)**, i.e. electronic commerce or e-commerce, we define as a series of activities performed in order to make a transaction by electronic means such as a website, application. These are online transactions, i.e. purchases of goods and services, the payment and delivery of which takes place outside the physical store facility. E-Commerce is not only online stores, but the entire electronic economy. E-Commerce relates to all kinds of business transactions that are made using the Internet. The most common form of e-Commerce are online stores, but e-commerce is also other forms of business.

E-Commerce has been a dynamically developing area for several years, arousing the interest of a wide group of people and companies. The e-Commerce market is developing very fast and maintains a double-digit growth rate. The development of e-commerce is fueled by the development of the Internet, the emergence of new, previously unknown e-Commerce services, but also new phenomena such as pandemics or lockdown. On the other hand, the expecta-



tions of online shoppers who want to make purchases cheaper, more convenient and faster are also growing. For these reasons, there are new, innovative solutions for online commerce, solutions combining stationary and online commerce, facilitating finding the right product, allowing for faster delivery of orders, services, products and virtual services.

Companies that decided to use functional online stores much earlier than their competitors can call themselves winners, because as many as "71% of Poles resigned from visiting a brick-and-mortar store in order to do shopping other than groceries in order to do them online"<sup>87</sup>. The attitude towards online shopping has changed. According to the research of the consulting company KPMG, "34% of Poles started online shopping for products that they had not previously bought on the Internet, and Polish brands and local products enjoyed greater interest than their foreign counterparts"<sup>88</sup>. Positive experiences with online shopping mean that as many as 91% of respondents in the survey conducted by KPMG will not stop using this form even after the COVID-19 pandemic ends. More determined consumers means companies should put more emphasis on optimization of the store in terms of SEO and UX(or SXO) so that shopping is safer, more intuitive and more convenient. It is also necessary to improve the customer service process by means of a chat with an online consultant, chatbots that will respond to the most common customer questions or help in the complaint or return process, or inform about the stage of the order, reviews or make contact easier<sup>89</sup>. The task of advertising specialists will be to prepare a strategy to reach offline customers through various channels, also taking into account web-push notifications, SMS or newsletters, so as to direct the greatest possible traffic to the e-store.

### **Types of e-commerce**

E-Commerce is a very broad phenomenon that we divide in terms of entities concluding transactions. We can distinguish three main types of e-commerce. We define them as B2C, B2B and C2C.

B2C, business-to-consumer- are transactions between a company selling products or services and individual consumers. In this case, the party is the end customer. The sale is usually unattended, via the store's website.

B2B, business-to-business- covers business transactions concluded between two companies. In this model, it is important to build relationships with contractors. Sales usually take place through a special B2B system and through traders.

C2C, consumer-to-consumer- trade between private persons, one of them being the seller and the other a consumer. Examples of C2C are internet auction sites like Allegro and classifieds websites like Gumtree and OLX.

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<sup>87</sup> KPMG.pl, Will the COVID-19 pandemic permanently change the shopping habits of Poles ?, 24/09/2020, internet access: <https://home.kpmg/pl/pl/home/media/press-releases/2020/09/media-press-czy-pandemia-covid-19-trwale-zmieni-zwyczaje-zakupowe-polakow.html>

<sup>88</sup> KPMG.pl, Will the COVID-19 pandemic permanently change the shopping habits of Poles ... op.cit.

<sup>89</sup> Nowyarketing.pl, E-commerce at the turn of 2020/2021 (part 1), 10/12/2020, internet access: <https://nowy-marketing.pl/a/30137,e-commerce-na-przelomie-2020-2021-cz-1>



## Benefits of e-commerce

The online store earns money 24 hours a day, 365 days a year. That is why the e-commerce market is becoming so popular for a reason. Online trading brings a number of benefits to both sellers and customers. For sellers, the most important advantage is cost reduction. Contrary to traditional trade, it is not necessary to run points of sale, hire a large number of employees and, in some cases, maintain large warehouses. In the online store, you can constantly update the offer, prices, react faster to changes and trends and almost immediately respond to customer needs.

E-commerce offers a lot of benefits and opportunities, learn about the most important of them:

- Access to an unlimited market. Unlike a stationary store, you are not limited by a specific area related to the company's location. Of course, there are also some difficulties and limitations as you need to build customer trust and face many logistical problems when trying to build an international store.
- Easier market entry. Lower costs and fewer entry restrictions make it easier to start an online business than brick-and-mortar.
- Lower costs. The online store is based on lower operating costs. You do not have to pay for offices, shops or a fixed number of employees. Thanks to lower operating costs, efficient logistics, you have an advantage over the competition and you can attract customers with lower prices and promotions.
- Availability 24H / 7. Access to the online store is not limited by working hours or the time difference, and customers can conveniently buy or use other services without restrictions at any time.
- Unlimited number of products to offer. An online store can have unlimited resources, even if the product is out of stock. The customer can buy the product, and you have time to complete the order and fill the gaps.
- Marketing activities. The Internet and e-Commerce give the possibility of effective promotion, it facilitates the adaptation of marketing to the current needs, expectations and trends prevailing on the market.

To gain an advantage in the e-commerce market, it is also necessary to understand the very specificity of e-commerce. Online customers behave completely differently from customers using the traditional form of shopping. These differences require a proper approach to the way of presenting the offer in the online store, ensuring positive shopping experiences of users, building a positive image associated with the use of an appropriate marketing strategy.

Currently, the possibility of offering a low price is not the main driving force of the e-Commerce market and the price alone will not guarantee the success of an online store. However, the importance of customer service is increasing, so special attention should be paid to the date and method of delivery, the speed of response to the customer's inquiry, the possibility of returning goods without incurring additional fees. Changes also dictate new technologies and innovation. New solutions for the presentation of products, better availability, or better adjustment of internet marketing will contribute to the continuous increase in the popularity of online sales.

The future of the e-commerce market in terms of international marketing is the blurring of the boundaries between online and offline trade. This phenomenon is called cross-channeling. Omnichannel selling is becoming more and more widespread and affects all forms of sales and changes the approach to doing business. Thus, the division into stationary and online customers, which are currently treated as one type of customer, is blurring. Changes in e-Commerce force an increase in the importance of the quality of services offered and building positive relationships with customers. Online stores are not only becoming a place of making a purchase, but are also a kind of inspiration, building relationships and communication with the customer.

Having online stores all over the world, a developed operating strategy and knowing the trends in e-commerce, you can start acquiring customers and investing in various forms of promotion. From the outset, you should also monitor performance and track customer behavior. You can do this using publicly available tools like Google Analytics.

#### **4. Sell omnichannel with an emphasis on Social Media**

In the face of changes in the shopping habits of Poles and the introduced sales amenities, the key to success in international marketing will be a refined omnichannel strategy, which should assume the integration of all available channels of reaching and customer service - so as not to limit consumers to only one form of shopping. Since the brand is "everywhere", the customer will want to take advantage of its offer "anywhere" and at any time.

Omnichannel is:

- learning and understanding the client's needs and responding to these needs regardless of the channel in which we meet him
- full integrity of the online and offline offer in all sales channels
- building the best customer shopping experience and trust in the store in each sales channel
- keeping compliant warehouse policy, pricing strategy and discount
- achieving sales growth and building brand awareness through the use of various channels to reach the customer
- saving time by managing one, the same offer in several places
- competitive advantage thanks to the simultaneous development of all sales channels.

The ability to check the availability of the product in the nearest store, complaint of the product via the Internet (even if it was purchased in stationary), a unified method of calculating loyalty points regardless of the sales channel are the most important assumptions of omnichannel sales. It will be easier for stores that use an ERP and / or CRM system to implement it, because the integration of individual IT systems is easy. The use of this method in unsynchronized environments will be a greater challenge, because many data must be unified and "tidied up", and this requires the intervention of an experienced specialist<sup>90</sup>. If you want to implement omnichannel, you should use the sales potential of social media such as Facebook or Instagram<sup>91</sup>. In the marketing strategy for 2021, it is undoubtedly worth considering sales via social media. The future is the ability to purchase products in real time while the video is on. Direct in-app purchases with Instagram Checkout, chat on WhatsApp, Messenger or Instagram Direct<sup>92</sup>. Another novelty is the combination of loyalty programs offered by companies with a user account on Facebook. Consumers are becoming more and more comfortable, and Social Media plays the role of a 4-in-1 channel for them: information, entertainment, communication and sales. If the marketing strategy lacks measurable and specific actions supporting conversion, the brand may lose a lot.

## 5. Ad automation

It's carried out of all kinds marketing activities (mainly on the Internet) using special software based on algorithms and artificial intelligence. The goal of automation is to increase the effectiveness of conducted marketing campaigns. Thanks to mathematical processes taking place in an immediate mode, automation is able to help support advertising campaigns conducted on a very large scale, and also to better use the potential of even the smallest ones. Marketing automation systems collect data about users, such as: consumer interests, demographic factors or types of activities performed on a given website. Based on these data and analyzes, the marketing automation software identifies potential customers and then sends them an appropriate, personalized marketing message.

This is done by many people involved in the manual sending of, for example, newsletters or banner campaigns. Marketing automation systems often decide by themselves when, to whom and what advertisements. This saves a lot of time, because the marketing specialist does not have to spend long hours on analysis - the intelligent system does it automatically and draws conclusions immediately.

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<sup>90</sup> Jash.pl, What is omnichannel?, Internet access: <https://jash.pl/poradnia-prestashop/co-jest-omnichannel/>

<sup>91</sup> Facebook.com, Introducing Facebook Shops: Helping Small Businesses Sell Online, 19/05/2020, online access: <https://about.fb.com/news/2020/05/introducing-facebook-shops/>

<sup>92</sup> Instagram.com, Introducing Checkout on Instagram, March 19, 2020, online: <https://about.instagram.com/blog/announcements/introducing-instagram-checkout>

Online advertising spending tends to increase. According to the Zenith agency, in 2021 they will increase (globally) by 5.6%, to USD 620 billion<sup>93</sup>. Currently, we are dealing with the trend of improving advertising automation, which is based on machine learning and artificial intelligence (AI). We will find such solutions in Google Ads, Facebook & Instagram Ads, as well as in e-mail marketing. The multitude of brand communication channels, the need for user segmentation, which is dictated by the content personalization trend, is also increasing, so managing all advertising platforms is becoming more and more difficult, which naturally forces automation. This is one of the recommendations that every business owner should hear from an advertising agency cooperating with him. Remember that the automation of ads in Google equals: automatic bidding strategies, more effective budget management, campaign optimization based on trends and forecasts,<sup>94</sup>.

Arguments such as the availability of all advertising formats (graphic, video, social, audio, native and digital out-of-home) or tracking results in real time, transparency, more precise targeting, better use budget and conversion optimization will certainly reconcile the visions of business owners and agencies. Their common goal, i.e. a precise advertising message that they sell, can be achieved much faster and better. At this point, it is worth emphasizing that the role of a specialist does not end with the implementation of automated processes. Despite many facilities in the configuration and in running the campaign, it may turn out that they will not bring good results and you will have to take a step back - go back to manual configuration.

## 6. Content marketing built on valued values

**Content marketing** is a long-term building of relationships with recipients by sharing valuable content with them. The basic activities that fall within its scope are: creation, distribution and promotion of content. The goal of content marketing is to build a special bond with the recipient of the brand, thanks to which it is easier for him to make purchasing decisions regarding products or services offered by the brand.

The scope of content marketing:

- audit of content marketing activities of your brand and your competitors,
- content gap analysis,
- blogging - planning and creating articles,
- SEO optimization of articles,
- analysis in terms of purchasing content in the media,

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<sup>93</sup>Marketingprzykawie.pl, Thanks to spending on video advertising and e-commerce, the global advertising market is returning to form faster than expected. Zenith analysis, 12/7/2020, internet access: <https://marketingprzykawie.pl/espresso/dzieki-wydatkom-na-reklame-wideo-oraz-e-commerce-globalny-rynek-reklamy-wraca-do-formy-quick-niz-zakladano-analiza-agencja-zenit/>

<sup>94</sup> Redwrite.com, Frank Landman, Exploring the Top Digital Marketing Trends for 2021, November 17, 2020, internet access: <https://readwrite.com/2020/11/17/exploring-the-top-digital-marketing-trends-for-2021/>

- creating sponsored articles,
- designing and editing e-books and reports,
- creating graphic creations: banners, posts, animations,
- production of animations, graphics and infographics,
- brand reputation protection,
- cooperation with influencers and bloggers.

Deloitte in its consumer research showed that customers in difficult times expect something more from brands in return for their brand loyalty. Four out of five respondents remembered when the brand responded appropriately to the pandemic, and one in five agreed that it was an incentive to increase brand loyalty. And those consumers who noticed that companies acted only for their own benefit, in 25% of cases decided to give up their products or services. This shows that transparency, good intentions and real help are still highly appreciated<sup>95</sup>.

There is no doubt that in content marketing in 2021, its basic assumptions will be invariably important, i.e. building relationships with recipients and increasing brand awareness. However, this should take place not only by arousing curiosity in the recipients, providing them with high-quality content - both seasonal and evergreen - avoiding excessive sensation and fake news, but by placing greater emphasis on relationships and interpersonal bonds, as well as courage in expressing your views. Specialists responsible for the content marketing strategy in the prepared messages should clearly emphasize the issue of referring to human values - emotions alone are no longer enough. A good example of such an action is the "Strength of Relation" campaign carried out for our client, Doppelherz. It raised the subject of relations with parents and the sense of security during a pandemic, while promoting the brand's flagship product, i.e. Doppelherz Aktiv Vital Tonik. It should also be borne in mind that in the next year, consumers will perceive brands differently, based on the starting point of values and interpersonal relationships. To understand these trends, let me quote statistics from a report by Accenture (et al.). As consumers, we will be even more so I will quote statistics from the report by Accenture (et al.). As consumers, we will be even more so I will quote statistics from the report by Accenture (et al.). As consumers, we will be even more so<sup>96</sup>:

- responsiblelike over 70% of Poles who buy products only when they need them);

<sup>95</sup> Deloitte.com, Global Marketing Trends 2021 Report: How to set a course in times of uncertainty ?, November 2020, internet access: <https://www2.deloitte.com/pl/pl/pages/deloitte-digital/Articles/Raport-Global-Marketing-Trends-2021-Jak-wyznaczyc-kurs-w-czasach-niepewnosci.html>

<sup>96</sup> Accenture.com, Conscious consumer, Report prepared by Accenture, Fashionbiznes.pl and the Buy Responsibly Foundation, October 2020, pages: 4–13, internet access: [https://www.accenture.com/\\_acnmedia/PDF-138/Accenture-Report-Swiadomy-Konsument-2020.pdf#zoom=50](https://www.accenture.com/_acnmedia/PDF-138/Accenture-Report-Swiadomy-Konsument-2020.pdf#zoom=50)

- awareas 50% of the respondents reading the cosmetics ingredients or 44% of the people checking the composition of the clothes on the label;
- trusting, as 1/3 believers in declarations "on the word" regarding labeling a product with the word "eco";
- demandingas for 65% of respondents for whom the honesty and authenticity of the clothing or footwear brand is important when choosing a product (to a comparable degree as its price);
- sensibleas nearly half of the consumers who used applications or websites to buy and sell second-hand products in the last 6 months.

Before we set communication goals for the brand for 2021, we also need to consider a few issues:

1. To what extent has the brand image that we manage changed / strengthened as a result of pro-social activities undertaken (or not) in response to the COVID-19 pandemic. How in this context our brand compares with the competition.
2. Was the most important brand values sufficiently exposed and resonated in marketing communication?
3. Is the brand ready to take a specific position on various issues (political, socio-cultural, environmental...)?
4. Did the brand use the potential of social media?
5. Has the brand introduced interactive content that engages the customer / buyer twice as much as static content?

Only after such an analysis will you be sure that your plans and expectations for the future will not be detached from the (new) reality. Knowing the current trends, it will be much easier to match specific marketing goals that can be implemented in parallel with sales, and at the same time properly communicate with your target group.

Table 3: The most popular content in content marketing

Graphic formats	Video and audio formats	Text formats	the remaining
Infographics	Podcasts	Blog articles	Case Studies
Memes and GIFs	Webinars	Sponsored articles	Customer references



Cinema-grams	Interviews	E-books, Guides and Reports	Newsletters
Short animations	InstaStories	Product Reviews	Useful sheets
Comics	Live coverage	Q&A	Competitions

Source: own study

The effects of Content Marketing we measure according to KPI (Key Performance Indicators), translated as key performance indicators). Examples of KPIs in content marketing may include: the number of unique users (UU), the number of incoming links, the number of content shares, the number of subscriptions to the newsletter, the number of downloads of the guide, the number of searches for information about the brand, the number of visits to the website, user engagement - e.g. number of transactions made, number of comments, average article ratings, number of new and returning recipients, percentage of individual traffic sources, average session duration, number of pages per session.

## 4.6 Summary - what to implement in marketing strategies from the perspective of international expansion

**First:** In 2021 and the following years, brands must keep up with technology and introduce new technical solutions, especially if they operate in the area of e-commerce. The fact that consumers buy with their eyes has not changed, but now they expect that by means of a substantively and visually refined product presentation or the possibility of searching with an image or a virtual try-on of the product, shopping will be faster, easier and more convenient. There is no doubt that omnichannel sale is an important element of marketing strategies and will be subject to constant development. The need to generate personalized advertising messages generates high costs of activities, so technologies based on advertising automation will reduce the costs of marketing processes and thus the messages will reach the target group faster and more effectively,

**Secondly:** Further development of technologies based on the transfer of e-commerce platforms to the "cloud" should be expected<sup>97</sup>. The results of the study "Technologies and marketing in e-commerce - challenges and trends in 2021" show that the vast majority of the e-commerce industry (80%) notices in relation to the technological infrastructure used. Problems mainly concern the

<sup>97</sup> Cited after: K2 Group Report, E-commerce Technologies and Marketing - Challenges and Trends 2021. IDG Poland study on the recommendation of the K2 Group; <https://www.k2.pl/blog/pawod-raport-grupy-k2-technologie-i-marketing-we-commerce-wyzienia-i-trendy-2021>

functioning of sales platforms. During the pandemic, more than half of the companies in the industry recorded increased traffic, and the vast majority declare that they have an IT infrastructure that ensures adequate scalability. This is often associated with the use of cloud computing -. The main business benefits associated with this model include the ability to easily increase the sales volume (40%), greater scalability and the possibility of platform development (35%) and shorter time-to-market (30%). The most common business benefits include the possibility (40% of responses) and increasing the speed of action and introducing new products in the offer, i.e. (30%). Looking at the benefits through the prism of technology, respondents most often see the cloud as an opportunity for and wider opportunities (35%), IT systems (26%), (24%) and (35%). The introduction of e-commerce systems to the cloud also brings operational and financial benefits resulting from the transfer of system support to an external supplier (29%) and the reduction and purchase and maintenance of infrastructure (the same number of indications). In connection with the transfer of the e-commerce platform to the cloud, companies are also concerned about the external supplier (31%) and uncontrolled cost increase (27%), also understood as the profitability of investment in a cloud solution. Looking at the benefits through the prism of technology, respondents most often see the cloud as an opportunity for and wider opportunities (35%), IT systems (26%), (24%) and (35%). The introduction of e-commerce systems to the cloud also brings operational and financial benefits resulting from the transfer of system support to an external supplier (29%) and the reduction and purchase and maintenance of infrastructure (the same number of indications). In connection with the transfer of the e-commerce platform to the cloud, companies are also concerned about the external supplier (31%) and uncontrolled cost increase (27%), also understood as the profitability of investing in a cloud solution. Looking at the benefits through the prism of technology, respondents most often see the cloud as an opportunity for and wider opportunities (35%), IT systems (26%), (24%) and (35%). The introduction of e-commerce systems to the cloud also brings operational and financial benefits resulting from the transfer of system support to an external supplier (29%) and the reduction and purchase and maintenance of infrastructure (the same number of indications). In connection with the transfer of the e-commerce platform to the cloud, companies are also concerned about the external supplier (31%) and uncontrolled cost increase (27%), also understood as the profitability of investing in a cloud solution. The introduction of e-commerce systems to the cloud also brings operational and financial benefits resulting from the transfer of system support to an external supplier (29%) and the reduction and purchase and maintenance of infrastructure (the same number of indications). In connection with the transfer of the e-commerce platform to the cloud, companies are also concerned about the external supplier (31%) and uncontrolled cost increase (27%), also understood as the profitability of investing in a cloud solution. The introduction of e-commerce systems to the cloud also brings operational and financial benefits resulting from the transfer of system support to an external supplier (29%) and the reduction and purchase and maintenance of infrastructure (the same number of indications). In connection with the transfer of the e-commerce platform to the cloud, companies

are also concerned about the external supplier (31%) and uncontrolled cost increase (27%), also understood as the profitability of investing in a cloud solution.

**Secondly:** Customer relationship management is the biggest challenge in marketing business management in the e-commerce industry. An important element of the growing requirements for the quality of customer service and scaling online sales is the integration of the e-commerce platform with the company's business applications. Along with the change of the purchasing model during the pandemic, as well as other sales support systems. Companies that have already implemented an ERP system (66%) appreciate its functionalities the most (63%) (52%). On the other hand, the most important business benefits include the automation of order processing in all sales channels (43%) and the optimization of order fulfillment times (42%).

**Thirdly:** Research shows that subscriber sales will increase sales. The subscription model most often works on the basis of which the user periodically pays a predetermined amount for access to a given service or content. In this way, customers use the offer of companies such as Netflix, Spotify, Microsoft 365, Adobe Creative Cloud, Volvo and Philips. In Poland, the e-commerce industry is already using it, and another 32% plan to implement it in the future, although 6% of this group do not know how to do it. Of the remaining companies (27%) that do not consider subscribing, 66% have never analyzed the reasons for their choice, and another 26% say that their product, infrastructure or business simply does not fit this model.

**Fourthly:** Technological tools will develop dynamically and support companies' marketing strategies. The data shows that e-stores do not fully use the advanced technological tools supporting customer service, sales and marketing. Customer relationship management tools help you collect information about customers and contacts with them and conduct consistent, personalized sales activities. Companies also rarely use Data class tools to support sales and improve the quality of customer service. CDP class tools allow you to aggregate data from many sources to create a single customer profile, available in all business systems of companies. 35% of enterprises notice the shortages of certain solutions and technologies that could be useful from the perspective of running their business, at the same time trying to make extensive use of the tools at their disposal. Developing innovation in marketing is a natural consequence of running a business on the Internet. Every e-commerce, regardless of the industry in which it operates, sooner or later faces the need to introduce tools that generate sales or improve contact with the customer. However, these needs differ depending on the scale, nature of the business and the market situation.

**Fifth:** Half of the companies that have implemented automatic communication mechanisms know how many cases were taken up by the chatbot without escalating the problem to the consultant, but they do not know how many of

such contact attempts were handled correctly. 39% of respondents declare that they do not measure the effectiveness of chatbot automation of customer service in any way. E-commerce stores are more and more willing to use chatbots to automate customer service, but at the same time they all agree that they do not reliably measure their effectiveness. Nearly 40 percent e-stores do not measure the effectiveness of chatbot automation at all, and 51 percent. it only knows how many cases the chatbot has dealt with on its own without transferring the conversation to the consultant, but they do not know how many of them have been handled properly. 90 percent stores admit that they do not know the true effectiveness of their chatbot - why?

First, because the truth is cruel to most chatbots. Since most of them are unable to answer users' questions, their suppliers do not care to investigate their effectiveness. Therefore, low efficiency is often hidden behind the completely erroneous assumption that "automated conversations" are all not switched to consultants.

Second, a reliable method of measuring effectiveness is difficult because it has to be partially manual. Since the chatbot itself does not work well, there are no good machines to evaluate it either. At PerfectBot, we use the only reliable method of assessing effectiveness for today's technology development. A human reads a statistically significant sample of a conversation and assesses whether the chatbot in a given conversation has correctly responded to the user's need. All graded interviews are tagged in the archive and we provide both an aggregated grade and can be checked per interview. The test result should be a cold shower for the chatbot industry. If we want chatbots to become the main channel of customer service, then we must begin to reliably measure their effectiveness. And in order not to be afraid of this reliable assessment method, we need to make chatbots more and more effective.

In the process of creating an intelligent chatbot, the priority is always to reach the customer and fully understand his needs. The most important thing is the possibility of improving the flow of information, which can be achieved through the automatic implementation of communication scenarios. That is why a properly designed virtual assistant can answer questions, suggest optimal solutions and help you reach specific sources of information, all in real time. This means that thanks to it, it becomes possible to build a strong partner relationship with the recipient, which will ultimately translate into an increase in their activity in the future.

**Sixthly:** It is dynamically developing and will continue to develop social selling. Already 57% of respondents in activities supporting sales and marketing, and another 32% intend to do so in the near future. All because well-tailored Social Selling increases e-commerce sales and seems to be the most effective form of sales, regardless of the industry. The e-commerce industry rarely uses traditional forms of reaching customers, such as (22% of responses) (14%). At the same time, it clearly dominates over other forms of this type, being significantly (22% of responses), publishing video materials (15%) and even collaborating with influencers (13%). Google Ads SEM ads (68%) and SEO in search engines (63%) remain. A solid supplement, and sometimes even an alternative to

these tools, is involvement in social media, mentioned immediately after them. In fact, the list of advantages of this form of promotion is much longer, which is confirmed by the survey results. According to 43% of respondents, conducting activities supporting sales in social media translates into. As many as 42% of respondents appreciate the possibility of collecting, and another 40% use Social Selling to and build. All this so that customers simply come back. The respondents do not fully believe that social networks can be used to build the company's expert position, in particular with people of the Z generation. Social Selling is used for this purpose by only every 10th entity in the e-commerce industry. to and build. All this so that customers simply come back. The respondents do not fully believe that social networks can be used to build the company's expert position, in particular with people of the Z generation. Social Selling is used for this purpose by only every tenth entity in the e-commerce industry. to and build. All this so that customers simply come back. The respondents do not fully believe that social networks can be used to build the company's expert position, in particular with people of the Z generation. Social Selling is used for this purpose by only every 10th entity in the e-commerce industry.

## 4.7 Marketing, promotion, customer service standards

**Marketing automation** is a segment of IT systems for marketing and sales management. This system streamlines, automates and measures all marketing and sales activities, at the same time connecting them with the individual recipient and their effect. The main goal of marketing and sales automation is to increase the sales volume by perfectly matching the messages sent to the needs, interests and capabilities of potential customers.

### **Marketing automation technology allows you to:**

- Lead Nurturing;
- customer retention; ROI measurement;
- behavioral and transactional segmentation of contacts;
- contact scoring;
- communication personalization;
- combination of marketing and sales activities;
- determining optimal conversion paths;
- integration of many different data sources and Big Data support.

**Marketing Automation** is a family of systems for automating marketing and sales activities. The need for their creation may reach the already famous sentence uttered by John Wanamaker, one of the pioneers of modern marketing. The

problem of the exact determination of the effects of the implemented activities. Even in the form of the ROI indicator, it accompanies us to this day. According to the IBM CMO Study 2012, only 44% of marketing directors are currently ready to present ROI indicators for their marketing activities. The inability to confirm the results of your own work is a real marketing problem and one of the main reasons why 100% of CEOs will make their first cut in the marketing department<sup>98</sup>.

Marketing Automation class systems that can automatically connect each acquired contact with marketing activities and their effect. Thanks to this, we know exactly how we acquired the contact, how it behaved throughout the entire sales process and when it became our client. So it is easy to determine the ROI for each completed activity. If we are able to calculate this index for each activity, then it is easy for us to answer the question asked by John Wanamaker. Suddenly, we gain a holistic view of all our marketing and sales activities. We see what works well, what is average and what we need to improve or abandon.

Marketing Automation is a response to the demand of modern marketing for technologies. We are currently dealing with a significant change in consumer behavior. Consumers search for information through multiple channels, using multiple devices, information sources and communication channels. Therefore, marketing needs a technology that can combine multi-channel communication with a specific consumer and his needs. Then collect and analyze the data and react to it appropriately. Marketing Automation class systems are a natural response to the real needs of modern marketing. Their most important ability is the ability to connect an individual with a series of actions to which they were subjected and their effect. Building a profile of each acquired contact, the Marketing Automation system combines data from many different sources.

Most Marketing Automation systems have similar functionalities, which include the following thematic categories:

1. Monitoring the behavior of contacts on the Internet
2. e-Mail Marketing
3. CRM and contact management
4. Marketing and sales automation
5. Analytics and reports
6. Advanced functionalities

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<sup>98</sup>Source: Marketing Automation. The definitive and ultimate Marketing guide, [www.salesmanago.pl](http://www.salesmanago.pl)



Each of the functionalities has a designation that tells us about its popularity and availability in Marketing Automation systems:

**e-Mail Marketing** is the most popular marketing communication channel. It becomes really effective when combined with a dedicated landing page and contact forms. Most often, Marketing Automation systems replace traditional e-mail marketing system vendors. However, the scope of functionality depends on the selected system. CRM - a basic and very important supplement to the e-Mail Marketing module. The ability to obtain, manage and store contacts and their profiles is crucial for the effectiveness of marketing activities.

Marketing Automation allows you to create automatic processes for transferring and handling contacts. The sector of small and medium-sized enterprises can also choose from end-user-focused platforms, which, thanks to a friendly interface and simple implementation, can be implemented in the company in just a few days. However, regardless of size, they can count on the following benefits. Automation of time-consuming, manual tasks related to creating, managing and personalizing content, preparing campaign settings, database hygiene, lead maintenance or communication with the sales department reduces the costs of activities and increases the productivity of Marketing Automation based on demographic data, behavioral (online behavior) and scoring allows you to generate leads more effectively and deliver them to the sales department when they are ready to contact the salesperson. Marketing Automation systems are currently integrated with many communication channels with customers. This solution allows you to get a holistic profile of each client and get to know their needs better.

The Marketing Automation systems market offers a very wide selection. 15 years of Marketing Automation's existence have resulted in the development of mature tools that exist practically from the beginning, as well as those that present a completely fresh approach to the subject. Regardless of the size of the company, everyone will find something for themselves.

**Step 1: Do I need a Marketing Automation system?** A very important question that you should ask yourself right at the beginning. Paradoxically, to get the answer to this question, we should answer three more. First, whether our requirements exceed the capabilities of the already purchased solutions. Problems often arise when a business begins to grow rapidly. The systems in use so far are not able to consolidate the stored data and the analytical tools do not provide all the necessary information. This is one of the signals of interest in the Marketing Automation system. Secondly, let's consider what functionalities we will need. Should the sales department have quick access to marketing data? Do we have a developed presence in social networks? By learning about the company's needs, it will be easier to make decisions.

**Then what goals do you want to achieve?** When planning the implementation of each new system in the company, it is worth defining the goals that we want to achieve. In the case of Marketing Automation systems, our goals may be:

- Increasing the quality of generated leads
- Shortening the time of converting the obtained contact into a customer
- Maximizing the ROI from your marketing activities
- Get better analytical capabilities and a holistic view of your activities

**Step 2: Recognition and contact with the appropriate suppliers of Marketing Automation systems.** Assuming Marketing Automation is what you need at work. The next stage is waiting for you, i.e. checking the available offer and comparing the systems. Thanks to the previous step, you already know your needs and goals you want to achieve. Based on this information, a list of mandatory and additional functionalities should be compiled. Then, when using websites, demo access and other materials, you should compare what we require from the system from the functionalities available in specific tools. This step is important as it will allow us to select a group of systems to be tested. Here, the comparison and description of various tools contained in this study may also be useful. An additional factor that should be taken into account is the price of the tool and its ability to integrate with other systems and data sources.

**Step 3: Tests of selected solutions.** The list of systems worth testing should include about 3-4 systems that best suit our needs. Most vendors offer a trial period, which usually lasts around 30 days. When working with the system, you should pay attention to several issues: when deciding on a specific solution, you should be sure that the company providing the tool understands the needs of your company and is able to show the key functionalities for you and indicate how to use them. An optimal test should include the activities listed below:

- easy contact with the supplier,
- ease of use of the application interface,
- time needed for implementation,
- access to training and additional materials.

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