

INTERNATIONAL MARKETING STRATEGIES IN THE GLOBALISATION ERA

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Abstract

This paper aims to present an overview of the international marketing characteristics, trying to reveal the issues differentiating it from the domestic marketing. Everything starts from analysing the impact of globalisation on the removal of cross borders and the extent to which this is reflected into a trend towards a common, global strategy manifested on the global market. Yet, this transition doesn't occur suddenly; any company passing from a domestic position to a global one shall undergo several stages and adopt various instruments allowing it to go forward. From this perspective, a comparative versus competitive advantage is approached, this work outlining that the companies acting internationally shall consider the opportunity cost both of their origin country in relation to that of the target country, as well as of the companies concerned in relation to their competitors acting in the same industry. The intention of the paper is also to detect the most appropriate means for conceiving and developing adequate international marketing strategies, given the ocean of unknown variables the international company has to deal with on the foreign market, to select the most fitted marketing mix allowing it to address issues successfully.

Key words: *globalisation, domestic marketing, international marketing, marketing strategy, marketing mix*

Introduction

The purpose of this paper is to approach international marketing which embodies the application of marketing principles to more than one country. It explains how to conceive and integrate marketing entry and development strategies based on a solid analysis and understanding of the company micro-environmental and macro-environmental elements. All size companies, activating in various fields of activity, accept the challenge to extend over the country borders and build connections with the "outside" world. Companies' international marketing activities register a continuously growing importance in the globalised economy.

The paper analyses objectively, in a generic way, the behaviour and actions to be undertaken by the enterprise competing on the world market, without particularising as for a specific home or foreign country. To achieve sustainable growth on the international market, managers and organisations as a whole should have the possibility to study, at a theoretical and practical level, and understand the diversity and complexity of the international marketing and to apply it in an appropriate way.

Given the magnitude of this intensive phenomenon, the theme turned into a very interesting topic to be analysed and depicted in its most perceptible details. Many authors, all around the world dedicated their time and effort to treat this issue, expressing their perception in this regard, sometimes coming into contradiction with each other, but always acting constructively in order to create a clear and relevant image in the matter.

This article attempts to review and construe, from a personal perspective, the pertinent literature, based on remarkable studies treating this topic, in order to achieve a deep understanding

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of it. It is meant to describe, in a clear and concise way, the main theoretical and practical concepts characterising marketing in general and international marketing in particular, rendering by a systematic comparative analysis the long and subtle transition of a company from domestic to global stage.

Literature review

Approaching international marketing has proved to be one of the most frequent preoccupations of the specialists in the matter, considering the accelerated development of the international business during the last decades when we are quickly directing our steps towards a global world. To achieve sustainable growth in markets that are becoming increasingly global, or merely to survive in domestic markets that are increasingly attacked by international players, it is essential that the organisations understand the complexity and diversity of international marketing and that their managers develop the skills, aptitudes and knowledge necessary to compete effectively around the globe (Doole, Isobel, and Lowe, Robin, 2007, p.xv).

This becomes essentially important taking into account the fact that the foreign markets encompass a large number of unknown variables to be decrypted by any new-coming trying to create its own peaceful place on the international market. The international marketing environment is a complex constellation of demands and constraints which the firm faces as it attempts to compete and grow. (Bradley, Frank. 2005, p.15).

Yet, successfully facing the challenge and getting competitive advantage is not easy to achieve. Companies should search for ways to convert worldwide production, marketing, research and development into a competitive advantage (Porter, Michael. 1986, p. 2). By doing this, any company will have the opportunity to show its potential and to set the grounds for an effective development in the new world.

INTERNATIONAL MARKETING STRATEGIES IN THE GLOBALIZATION ERA

1. Setting up and developing international companies in a global world

1.1. Globalisation – an ongoing process

The last decades, globalisation became one of the most discussed topics in the scientific world. Many authors focussed their attention on this impressive process involving the entire planet, trying to approach it from various perspectives, wondering and finding their own answers relating to the mechanisms propelling it, to its feeding sources and to the significant effects marking the nations. But what does globalisation mean? There are many different definitions, but the extensively accepted one is that globalisation is a process fuelled by, and resulting in, increasing cross-border flows of goods, services, capital, people, information, and culture. It is like moving towards living in a borderless world.

The sharing of goods, services, knowledge and culture has been always in place between people and countries, but the recent technologies, the improved transportation and communication opportunities, the reduction and sometimes the removal of cross-border barriers have accelerated the exchange.

Globalisation provides opportunities and challenges at the same time. Bigger markets mean bigger profits being translated into greater wealth for investing in development and reducing poverty. In this globalised world, consumers and businesses have access to various products from many different countries, this increasing the competition among countries and implicitly the

quality of the goods and/or services provided. In order to set the legal grounds for ensuring a transparent and adequate carrying out of the global trade, different agreements and treaties have been concluded between countries, such as the General Treaty on Trade and Tariffs, the North American Free Trade Agreement and various trade organisations have been set up, among which: the European Union and the World Trade Organization.

1.2 Domestic versus international companies

Both domestic and international companies, either in the public or in the private sector, share the same desire: finding the adequate means to operate in best conditions so as to obtain best possible profits. Why, then, is the international company different from the domestic one? The answer can be found only by understanding the differences existing across borders. When we are talking about individual countries, we are thinking of specific laws and regulations, currencies, taxes and fees, cultures and practical manners of action. An individual travelling from his home country to a foreign country needs to have proper documents, to carry foreign currency, to be able to communicate in the foreign country, to be dressed appropriately, and so on. Doing business in a foreign country involves similar issues and is thus more complex than doing business at home (Punnett, B.J., and D. Ricks, 1997).

Global marketing is not a revolutionary but an evolutionary process. While all companies begin as domestic companies, some of them undergo different processes, undertake various responsibilities and go forward stopping at a given time during their travel or sometimes reaching the final, global stage.

- A domestic company exclusively focuses its attention on the domestic market, not being interested in extending its business outside the borders of its country. It doesn't even perceive the significant competitive threat coming from abroad. The best thing that can happen to this company is to receive incidental orders from abroad, but sometimes it doesn't even perceive this as an advantage as, being isolated cases, they can involve significant efforts and costs in exchange for insignificant revenues. In fact, the products and services offered by a domestic company are specifically developed for the internal customers, the company not being interested in their perception on other markets. Besides, all marketing decisions of a domestic company are made at its own headquarters, thus the "foreign" component not being considered at all.

- When the company starts exporting more and more, it enters the export stage. Being about a large export process, the efforts made to market its products abroad increasingly diminish, as the total costs lower. Such company either becomes an indirect exporter by resorting to an export management company to deal with all the customs paperwork and language barriers or a direct exporter, by creating its own exporting departments at its headquarters. There is no a significant difference, at this stage, as for the focus of the company, it being still mainly interested in satisfying the needs of its domestic customers.

- The next step to be taken by a company strengthening its trading connections with the outside world is to reach the international stage. If markets of foreign countries begin to look particularly attractive to this company, it will be tempted to take over more foreign orders originating there. The best action for the company at this stage is to try to go into those foreign countries and to act locally. In fact this would be a logical thing to do considering that most often, in such cases, the costs of doing business abroad from its own headquarters plus time differences, language barriers, and cultural ignorance are hindering the company's competitiveness in the foreign market. Therefore, this stage supposes building offices in the related foreign countries, an inciting but difficult action implying certain marketing efforts. An alternative would be buying companies already in place in the foreign countries, thus taking advantage of the existing relationships, storefronts and personnel. The offices so installed in foreign countries continue to

receive indications and report facts to the home market company headquarters, but most of the decisions relating to the marketing mix (the 4 Ps: price, product, promotion, place) are made locally, in those foreign countries, considering the local staff's knowledge, understanding and experience on their own market. Now the focus is both on the internal and external market, the company trying to satisfy the domestic as well as the foreign customers, by adapting itself in order to meet their specific needs.

- The facts harden when coming about the multi-national stage. This is the moment when the company starts marketing its products and services in many countries around the world and wants to benefit from economies of scale. This is the stage when the company should become preoccupied in consolidating the research, developing its production and founding its marketing strategies at a regional level. So, efficiency is pursued by standardising across a region (e.g., Central America, West Africa, or Northern Europe).

- Finally, in the global stage, the focus is centred on the global market, the decisions made being oriented towards the optimisation of the product's position across markets. At this stage, the domestic market ceases to be the core of interest, the home country not being any longer the product centre. Here, marketing decisions are made by consulting the marketers originating in the target countries. The goal is to sell the same thing, the same way, everywhere. An example of such truly global company is Microsoft.

This is the complete journey of a domestic company reaching globalisation. But not all companies arrive at this final point; some of them may fall in between these discrete stages acquiring certain characteristics specific to each phase and manifesting as such on the internal and/or external market. Although a global focus is generally appropriate for most large companies, consideration should be also made of the specificity of each company before proceeding to conquer the following, higher stage.

1.3. Getting comparative or competitive advantage?

From the economic perspective, comparative advantage means the ability of a country to produce a particular good or to render a specific service at a lower opportunity cost than another country; that is to produce a good or to render a service with an efficiency that cannot be reached by producing any other good or by rendering any other service. Distinction should be made between comparative and absolute advantage, the latter referring to the ability of a person or country to produce a particular good at a lower absolute cost than another.

The term „comparative advantage” comes from David Ricardo who treated this topic in his book “On the Principles of Political Economy and Taxation”, published in 1817, by giving the well-known example about England and Portugal. In Portugal, it is possible to produce both wine and cloth with less labour than it would take to produce the same quantities in England. Yet, the relative costs of producing these two goods differ from one country to another. In England, it is very difficult to produce wine, and neither difficult nor easy to produce cloth. In Portugal both are easy to make. Therefore, while it is cheaper to produce cloth in Portugal than England, it is still cheaper for Portugal to produce excess wine, and trade it in exchange for English cloth. Thus, England benefits from this trade too; its costs relating to the production of clothes has not changed and it can also import wine at a lower price, closer to the cloth-related costs.

The conclusion that may be drawn is that each country can take benefits by specialising itself in producing those goods for which it has comparative advantage and by trading them to the others. Generally speaking, trade between countries is beneficial considering the fact that these countries differ as for their relative economic strengths; some of them own a more advanced technology, while others register lower costs.

But this is only when we are talking about countries. When a company gets profits exceeding the average for its industry, that company is said to have a competitive advantage over its competitors. The competitive advantage takes two forms, according to the classification made by Michael Porter: cost advantage, when the company is able to deliver the same benefits as competitors but at a lower cost and the differentiation advantage, when it can deliver benefits that exceed those of the competitors' products. (Porter, Michael, 1986) Therefore, the competitive advantage enables a company to create higher value for its customers and higher profits for itself.

A company carrying out its activity in a country with a comparative advantage industry will understand that the price of its goods in that area is higher in the other country. Considering this, more profit will be made by exporting than by selling the goods domestically. International outsourcing of services has also become an important issue of the international trade, this meaning the export of services by a country to an outsourcing one. What really matters here in terms of comparative advantage is represented by knowledge, education, ability of employees, on one side, and by the level of the labour costs on the other side. As for a company having already reached the international stage, this one should make a solid analysis in order to see which products are easier to produce domestically and which ones abroad, which is the cost of materials for making a certain good within its origin country borders and which would be the related external cost for doing the same thing, how easier or difficult is to produce that good internally as compared to its production in the foreign country, which is, by comparison, the labour specific cost in both countries, which is in fact the opportunity cost for making a good or rendering a service inside and outside the borders of its origin country, but it should also compare all these issues in relation with its competitors within that industry, meaning analysing its internal and external competitive advantage. Nowadays, more and more multinational companies are continually seeking sources of competitive advantage by investing in developing countries, being sometimes disposed to pay a significant price and to undertake any risk in order to have the possibility to deal with such advantage. The critical issue for society is to try to seek congruence between the international trade and investment policies of the governments and the strategies of the companies and industries. (Bradley, Frank, 2005)

2. Dealing with specific international marketing strategies

2.1. An international marketing approach

In time, everything evolves, refreshes, the older issues being little by little left behind. This is the case of the economic field that underwent probably the most impressive evolution ever known by people. The world economy is dealing now with an intensive market internationalisation and globalisation phenomena. Companies all over the world are trying to impose themselves on this intricate market, to get an adequate position, from a strategic perspective, in order to be able to face global competitiveness. In achieving this, companies are disposed to proceed to various mergers, acquisitions or alliances, as the global market ceased to be the arena of different independent market countries but an impressive interdependent assembly. Economic borders between countries have begun to vanish and the domestic market turned step by step into the so-called global market. All this made companies find the most appropriate means to deal with different cultures, manners of thinking, attitudes or beliefs, allowing them to find their way in one or another country. And the most important instrument for doing this is to develop an international marketing strategy, to plan and implement it across the global market.

But what is in fact international marketing? Is it different from the domestic marketing or not? There have been various discussions on this topic.

In fact international marketing means either exporting or producing and marketing in more than one country, the related goods not crossing the national borders (Kahler and Kramer, 1977). We are talking about a company undergoing the export, internationalisation or even the globalisation stage, a company heaving to deal, more or less, in one way or another, with the international environment. But any company starts by being a purely domestic company before starting to extend.

- Domestic marketing is the marketing practiced within the borders of the company origin country, involving the use of a controllable mix of variables – the 4 Ps (price, product, promotion, place) in an uncontrollable environment reassembling different cultures, economic structures or competitors inside the said country borders.

- Export marketing is represented by the domestic operations applied to a foreign country, meaning the marketing methods used outside the home market. This is the marketing used by a company exporting its products/services to another country. The company is at the stage when it doesn't know too much about the foreign country, its focus being still oriented towards the domestic one.

- International marketing is a considerable complex process dealing with a series of uncontrollable elements and environments, as more than only one country is involved. Here, the cultural, legal, political and technological differences should be clearly understood and accepted, this implying a significant effort from the part of the company.

- Global marketing approaches all countries as a whole, a unique market without designating a particular country as being domestic or foreign. This is the point where the existence of a domestic market finally ceases.

Yet, there is a very subtle difference between international marketing and global marketing, which only can result in an insignificant issue in terms of strategic implications. The same can be considered as for the domestic and export marketing, the latter being also a domestic marketing, but oriented towards a foreign country standing for importer of the company's goods and/or services. This is the reason why most authors don't even remind of foreign or global marketing, concentrating their efforts only on the distinction between domestic and international marketing.

As above-mentioned, mainly, domestic marketing is when a country uses the controllable instruments of the marketing mix in the incontrollable internal environment, while international marketing is when the company has to face an external, more complex and intricate environment. When we say environment, we speak, on one side, about microenvironment, which directly affects the company and, on the other side, about microenvironment affecting indirectly the company, by means of the micro-environmental elements.

Correctly understanding one country's microenvironment is essential for any company entering the business world of that country: customers, resource providers, competitors, public institutions, all of them deeply influence the activity carried out by the firm. Arriving to well know each of these elements involves serious and continuous market analyses, case studies, interviews, information exchange and so on. This is not at all an easy thing to do at national level, the difficulty increasing considerable while speaking about a foreign country with a different language, different traditions or different behaviours. Besides, correct information is always difficult to obtain; it is important to create a network of certain and precise information sources, to develop it and to use it in the most appropriate way in order to better serve the customers' needs and, thus, to obtain the targeted profit. As for gathering such information in a foreign country – difficulties multiply. What really matters is to focus on the most convenient resource providers, benefiting from the best possible effect/effort ratio, to employ skilled and reliable people, to come to know the level of the competition, the main direct and indirect competitors, to know to deal with

them and, the most important to focus on the needs and demands of the local customers, to identify the best modalities in meeting them, as only this way company well-being can be achieved.

When talking about macro-environmental elements, the strong driving forces of the economy, we cannot help making a deeper analysis, trying to capture all its dimensions: economic, social, religious, cultural, legal, technological or political; an environment already complex by its structure, rendered far more complex by the difficulty in understanding its characteristics specific to any other but your home country.

- Understanding the foreign country economy is the first step to be taken, as knowing its development stage, its trade infrastructure, the economic policies of that country and the direction towards which it is going is a must in choosing the best marketing strategy.

- The impact of social, religious and cultural issues on a company dealing with or entering the international market is beyond any doubt. Traditions, habits, education, religious beliefs, language are only some of the large amount of possible barriers raised in front of a company willing to penetrate a foreign market. It is essential for such a company to do its best to remove these obstacles, starting by learning the target country language, trying to discover the most fitted communication practices, given the circumstances, by understanding, accepting and respecting that country's people for what they really are and not by trying to change them according to its own beliefs.

- The legal environment is to be considered, as the company acting internationally is also subject to the laws and rules of that foreign country and not only to its domestic rules. A special attention should be paid and a grounded assessing of the target legislation should be made in order to avoid misinterpreting and thus breaching the foreign country regulations in force.

- The technological environment is another key element to be correctly analysed, as technology is a critical factor of the economic development. The technological level of the foreign country, its technological means, its technology transfer capacity or its technological communication development have become an important preoccupation for both industrialised and developing countries. Companies should be aware of these not just because this will allow them to incorporate appropriate technology into their products, but also because it will provide them with a starting point in anticipating and fighting against competition.

- Finally, but not less important, the political environment is one of the factors having a strong impact on the international company decision-making. The target country political stability, the existence of any possible conflict between that country and any other country, the political reorganisation or reform, all these should be considered while conceiving the company marketing strategy.

All the above-mentioned environments should be taken into consideration when intending to extend over an external market, that's for sure, but their evaluation and understanding should be done in a close interrelationship, not ignoring or insufficiently appreciating any of them, as each piece of this puzzle is particularly important.

2.2. Conceiving and developing international marketing strategies

A marketing strategy is the process allowing an organisation to focus its limited resources on the best possible opportunities in order to increase its sales and to achieve a sustainable competitive advantage. It should be always centred on the key concept that customer's satisfaction is the main goal, this allowing the achievement of the company final objective, that is profit.

But in order to conceive a marketing strategy there is a long and difficult way to go. Any marketing strategy involves three basic actions that should be undertaken in order to succeed: segmentation, targeting, and positioning.

- Segmentation means partitioning the market in order to select one or more market segments to be targeted by developing specific marketing mixes adapted to particular market needs. In general marketing, segmentation is usually done at the customer level. Yet, in international marketing, we can treat entire countries as segments. These approaches may cross the existence of a company undergoing an international involvement process. We have, on one side, intra-market segmentation involving the segmentation of the country markets and, on the other side, inter-market segmentation involving the identification of the segments existing across borders. This latter approach can bring various benefits to the company. The possibility to use products and promotional campaigns across markets introduces economies of scale, while accumulating knowledge on one market may be usefully used in another one, this involving in fact a solid knowledge management process. Yet, a fact is certain: even if we may find similarities between segments across cultures, analysing and understanding the local market remains a must under any circumstances.

- The next step after the separation of the market into its segments is to select one segment or several segments and to target it/them. Here, we have three strategic approaches valid both at national and international marketing level: the non-differentiated strategy - the differences between segments are ignored, a single product being targeted for all segments (the whole market), the strategy focussed on a single segment - a single product offered to a single segment on a market containing various segments and the multi-segment strategy - different segments are targeted by supplying a series of differentiated products.

- Positioning is certainly one of the useful instruments to succeed on the market. After having segmented the market and after having targeted the consumers follows the positioning of the company's products on that market, that is deciding where it wants its products or services to be "placed" against the crucial variables applied by its customers or by the market. What is important to retain is that positioning is about consumers' perception of a product or service in relation to its competitors. Being a deeply subjective psychological factor, perception differs from one person to another; thus we cannot expect to have the same perceptions as for quality, value for money, etc, for the entire segment, but we shouldn't deny the existing similarities either. Considering this, the international company is in the position to choose whether to adapt its products to the unique demands of a country market or to gain benefits, such as cost savings and the maintenance of a consistent global brand image, from standardisation.

Irrespective of its choice, entering products on foreign markets doesn't occur suddenly; it takes time and involves the use of specific strategies among which: exporting - a relatively low risk strategy, few investments being made in the target country; licensing and franchising - low risk approaches consisting in offering to another company your company's trademarks and concerned activity-related background; turnkey projects - using knowledge and expertise gathered in one or many markets in order to provide a buyer from another country with a working project; management agreements - managing a facility in a foreign country by using knowledge gathered elsewhere, in other markets; agreement manufacturing - assigning to someone else the liability to manufacture products, the company undertaking certain marketing efforts, thus saving investments; direct entry strategies - highly risky but potentially profitable strategies when the company either acquires another company or builds operations; an alternative of the latter penetration strategy would be setting up a joint venture, the local company contributing with money and knowledge about the local market.

When deciding to launch a product onto a foreign market, a sound international marketing strategy should be used; and if we talk about marketing strategy we implicitly talk about marketing mix. In 1960, Professor Neil Borden from Harvard Business School identified the marketing mix as a number of company performance actions able to influence the consumer's decision to

purchase a certain good or service, while, the same year, Professor E. Jerome McCarthy, from the same university, established its four already well-known components: product, price, promotion and place. A company deciding to “attack” a foreign market should wonder whether to standardise or to adapt its marketing mix to the foreign market. This means that a company can accept to use either a standardised marketing mix around the world or an adapted marketing mix in each target country.

- The international product strategies ensure a long-term company development. If the company takes into consideration the basic concepts of marketing, it will know that by meeting the target customers’ needs, it will be able to sell more of a good or service, thus getting an increased profit. When acting internationally, the company has to make a clear decision: standardisation or adaptation? Standardisation is sustained by the idea that, in this global world, people became more and more connected and closer to each other than ever before; fast travelling means, satellite television, international e-commerce etc. made people living somehow altogether in a reunited space (Microsoft products are an eloquent example in this regard). In this case just an insignificant or even no good or service change is necessary from one country to another. Adaptation becomes necessary when a high demand for a good or service in one country is “reflected” into a low or even not existing demand in another country (such as, for instance, the beef meat in India). In such circumstances changing goods or services is the most appropriate solution considering that it is very difficult to change the foreign customers’ needs, habits, beliefs or preferences. Standardisation is better for the organisation as it reduces cost, however many organisations will have to “think global, but act local” if they want to succeed.

- The international pricing strategy is perhaps the most difficult thing to do in a marketing mix. Beside analysing the well-known elements specific to any domestic pricing strategy, such as: total costs (costs of resources, labour costs, maintenance costs etc.), company goals, level of competition (direct and indirect competitors), level of revenue, inflation rate, unemployment rate of the target segment(s), level of demand and so on, the company acting internationally should also consider: the transportation costs, the customs duties, the exchange rate between the two currencies or the overall economic standing of the target country. It is very important for a company to consider all these issues and to establish a correct price (obviously without neglecting the quality of its goods and services), since this doesn’t affect only its current profitability but it determines the good or service perception on the market, thus ensuring a long-term profitability or loss for that company.

- For any company, adequately distributing or placing its goods or services, making them available in due time and at the right place for its customers, is vital. This can be done by using specialised distribution channels forwarding the goods or services from manufacturers to consumers. On the international market, a natural distribution channel can be either direct, using the company own sales force, distributors or other intermediaries or indirect, using sales agents and distributors originating in the foreign target country. Direct distribution provides the company with much more control but it makes it undertaking, at the same time, more responsibility and many risks, because it has to deal with an unknown foreign market. Indirect distribution, in exchange provides the company with very little or possibly with no control over the distribution of its products and impedes the communication with and the feedback from the end users. This is the reason why, when choosing its international distribution strategy, the company should consider any available alternative and correctly assess it, taking into account the level of risk it can assume, and finally selecting the best distribution methods.

- When coming about international promotional strategy, the company usually shouldn’t decide anymore whether to adapt or to standardise it. In opposition to the other three strategies, here the adaptation issue is, in most of the cases, a must. The advertising messages should be

adapted first of all in terms of language; then, the communication style sometimes substantially differing from one nation to another should be considered; besides, specificity of each country should be analysed and had in view so as not to offend the foreign target customers; the foreign country appetite for television or other media or for some different communication means should be assessed and so on. This is the reason why many organisations go for a strategy of adaptation of their international promotional strategies to local markets to best meet consumers' demands.

Both domestic and international marketing mix analysis proves to be a key step in achieving effective strategy, its 4 Ps being the driving mechanism that puts into operation the company success.

Conclusions

We live in a world getting each day closer to globalisation. Given these circumstances, undertaking international market actions becomes a necessary condition, allowing companies to adapt themselves to this new and perpetually changing world. They have to prove a continuous and a systematic ability to merge their capacity with the external market opportunities. But this cannot be done all of the sudden; it involves time, knowledge, experience and dedication; it also involves a conscious and thorough analysis of the international market, in all respects, and an adequate planning of the future steps to be taken, this meaning in fact a constructive international marketing strategy. Companies should find the most appropriate ways to adjust themselves to the local market conditions; they should endeavour to conceive a marketing mix ensuring all premises as for meeting the local demands and thus affirming themselves on the international market, as this is, after all, the ultimate goal. Creating and implementing an international marketing strategy directed towards guiding every single aspect of the company life, engendering new systems and information on customers and markets and encouraging best actions and innovations, at all companies' levels, is the fundamental way to success.

As world changes, companies have also to change. This is the reason why no international marketing approach is fresh enough; it should be continuously updated and adapted to the newly occurring conditions.

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