

## IMPROVEMENT OF INTERNATIONAL MARKETING STRATEGY IN THE GLOBAL MARKET

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**Abstract.** Creation of sustainable competitive advantage in the globalized world is a compulsory pre-requisite, if organisation strives to develop its activity in the international market. This competitive advantage is successfully gained by developing innovative international marketing strategies. Abstract marketing strategy models applied so far have to be replaced by integrated models allowing faster and easier interpretation and prediction of events and issues related to market changes and in this way ensuring key breakthrough of innovative business in the international market.

This article carries out analysis and synthesis of separate areas of international marketing methodologies, which is aimed at creation of an integrated international marketing strategy, creating a competitive advantage in the global market. A particular attention is paid to the usage of their advantages in order to prepare proposals for the provisions of integrated international marketing strategy for the several business areas: B2B, medical market research, etc.

**Keywords:** global market, marketing strategy, integrated model, innovative business, international marketing methodologies.

**Jel classification:** M31.

### 1. Introduction

Business development at the international level is one of the key strategic decisions which must be adopted responsibly and with total preparation. When adopting this decision it is purposeful to apply international marketing methodologies of strategy creation, business to business market consumer behavior and innovative product strategies.

In order to create innovative integrated international marketing strategy model, intended for business development under globalization conditions in the research area of business to business in the medicine market, preparation methodologies of international marketing strategies, business to business consumer behavior as well as innovative product strategies must be analyzed, their synthesis must be carried

out. Proposals in the area of preparation of international marketing strategies are provided by analyzing the advantages of selected and analyzed models, by using them for the creation of the integrated international marketing strategy model for business development internationally.

**The main problem of this article** can be described as inefficient use of marketing strategies for companies conducting marketing research in the global market, leading to weak business development

**The object of this article** is different features creating international marketing strategy in business to business market

**The major goal of this article** is to analyze theoretical background and principles of framing international marketing strategies, consumer's behaviour in business to business market and innovative product strategies, along with development of a model, which can be suggested to companies that are expanding their business in the global market.

**Research methods:** analysis and synthesis of scientific literature, logical abstraction.

## 2. Analysis of international marketing strategies

In the scientific literature intended for the creation of international marketing strategies, the authors provide different attitudes towards the marketing strategy preparation process. The described models have a certain common feature – some of the provided strategy preparation stages are quite similar. However, in the sense of content, the analyzed models differ significantly.

The performed analysis of the international marketing strategy models and their comparison allow identifying and distinguishing significant aspects of the preparation of international marketing strategies proposed by different authors.

The distinction of the first stage – adoption of the decision to trade at the international level, which is proposed by Foglio *et al.* (2007), may be approached as a matter-of-course step of the international marketing strategy, which does not need additional naming – companies and organizations prepare international marketing strategies when relevant decisions about the activity expansion at the international level are adopted. However, Foglio *et al.* (2007) name the adoption of the decision to trade at the international level, having evaluated the organization's possibilities and the need of the international trade, as one of the international marketing strategy stages, identifying it with the marketing goal of an organization. The linking of this stage to the organization's marketing goal is like a particular emphasis of the international business complication perception, describing responsible attitude towards the activity to be developed. It is an indicator informing about the ambition to avoid hasty strategic decisions with possibly negative consequences.

Only Puiu *et al.* (2009) and Viulet (2010) name the definition of organization mission as a separate stage of international marketing strategy. It is a very important stage, when answers to essential questions, such as “What activity is our

company engaged in?”, “What is the future of our company?” etc., are received. Elimination of organization mission from international marketing strategy may have influence on successful activity of an organization, because mission is the basis of unanimous and purposeful employees’ actions, seeking for common goals of a company.

However, the pursuit of common goals of an organization does not mean that the goals of separate company’s departments must be coincident – the goals may differ, but they must correlate and must be combined with the main (corporate) goal of an organization. The same as in other cases, it is very important to combine the goals of an organization and marketing. Although these seem separate types of goals, organization’s marketing goals must be directed at the pursuit of the common goal of an organization.

The beginning of an activity and further development of an organization in the international market are impossible without having clear, qualitative and timely information about the market, in which the activity providing relevant economic benefit is going to be implemented. Therefore exhaustive external environment research is necessary, which would allow making assumptions about the changes of the analyzed market – forecasting. However, the success of the international business not only depends on the understanding about the situation in the market during the previous period or present moment – when evaluating external factors, which an organization is unable to affect, it is necessary to analyze the internal environment of a business unit, where changes may be initiated and purposefully implemented, in parallel. Puiu *et al.* (2009) mentions a moment called “strategic window”, which describes a limited period, when the possibilities of a market and an organization, functioning in that market, coincide. This term, offered by the aforementioned authors, expresses the timeliness importance of the information received through research – even accurate and high quality information received during wrong period is not valuable. All authors of the analyzed international marketing strategies emphasize the importance and necessity of research.

Consumers in the international market are different. This must be taken into consideration when formulating international marketing strategy therefore it is necessary to name the articulate consumer. Archaic attitude to international business, affected by the principle of mass production, when production is produced regardless of specific needs of a consumer, is obsolete in the contemporary global world. So, the international market must be divided into segments, accumulating and systemizing knowledge about a group or groups of typical consumers, seeking to avoid the situation, when a consumer is offered goods or services which do not satisfy his needs. The division of the market into separate segments is also an important step towards the positioning of an efficient international product – only knowing for what consumer a product or service is created it will be possible to form the necessary image of a product or service in his consciousness (the formation of consumer behavior is analyzed in the third chapter). Segmentation and positioning of the international market are closely related; therefore these steps

may be distinguished as one stage of the international marketing strategy, although the authors of the analyzed literature on the topic of international marketing strategies, who distinguish the necessity of the segmentation and positioning of markets, do not join these stages.

The theorists of the preparation of international marketing strategies compatibly emphasize the importance of decisions, related to the elements of marketing mix, for successful implementation of the international marketing strategy. Necessary product at the right time in the right place and for reasonable price is the guarantee of business success. However the selection of the combination of optimal marketing mix elements demands impeccable implementation of the previous stages.

When planning to begin or develop international business it is purposeful to prepare several alternatives of marketing strategies – the same international marketing strategy cannot be applied in different market segments. Some authors emphasize the necessity of strategic alternatives for the same market segment, which emerges due to constantly changing market conditions. However, regardless whether the strategies are intended for the same or for different market segments, the prepared alternatives must be thoroughly analyzed and the appropriate selection must be justified by the evaluation of adequacy to real situation, i.e., whether material and human resources are sufficient for the implementation of the selected international marketing strategy, or whether the conditions on market correspond to the ones envisaged, etc. Viulet (2010), distinguishing the stages of the international marketing strategy, offers to prepare short-term operational strategies before the implementation stage of the alternative international marketing strategy. The distinction of this stage in the model of strategy preparation is not very purposeful – necessary resources, prognoses, etc. must be envisaged and evaluated during the stage of the selection of alternative international marketing strategies, so it is possible to claim that when preparing short-term operational strategies and selecting the alternative international marketing strategy, the performed actions partially coincide and they may be attributed to the stage of the selection of the alternative international marketing strategy.

All authors, regardless of the number of offered international marketing strategy stages, unanimously name the final stages in the process of the international marketing strategy preparation, i.e. international marketing strategy implementation and observation, planning, evaluation and control. They all also compatibly emphasize the importance of feedback – when evaluating the results obtained during the observation, planning, evaluation and control, it is returned to the initial stages, when situation analysis is carried out and the answer to the most important question – “Has the selected strategy created proper conditions to achieve the goal?” – is received.

### 3. Business to business buying behavior

When making decisions related to purchases, business to business market consumers are affected by a number of factors. They are influenced by organizational factors, personal factors (behavior, protection determined by personal character). When suppliers offer basically the same product, business to business market customers may satisfy the needs of an organization by selecting any supplier, therefore personal factors become of stronger importance. When the suppliers offer basically different product, business to business market customers, seeking to satisfy the company's needs, pay more attention to organizational factors.

The universal model of business to business customer behavior has been created by Webster *et al.* (Havaladar 2010). This model includes four groups of variables: environmental, organizational, purchase center and individual variables. The model of business to business customer behavior created by Choffray *et al.* (2005) helps to conceptualize group decision process and integrates the most important aspects of business to business market purchase process. In this model, environmental factors (technological and economic) and organizational factors (technical, financial) are realized as restrictions. These factors influence the company's purchase process restricting the number of product alternatives which satisfy the organization's needs (Havaladar 2005).

Kotler *et al.* (2008) provides quite clear model, made of three blocks. In this model, the purchasing organization, affected by marketing and other factors, reacts and undertakes certain actions. Marketing variables are identical to the consumers' purchase process: product, price, support, and distribution. Other factors, influencing the purchase process, include important economic, technological, political, cultural and competitive powers of environments. Penetrating into an organization, these factors affect the reactions of customers: the selection of product, service and supplier, the amount of order and delivery as well as payment conditions. In order to create good marketing strategy it is necessary to understand what processes take place in an organization, when the inducements are turned into the reaction of a customer. Purchase process inside an organization consists of the purchase center (it consists of all people participating in the decision to buy) and the process of decision to buy. These components of the purchase process are affected by the organization's internal, inter-necine, individual and external environmental factors (Kotler *et al.* 2008).

Hutt *et al.* (2010), Havaladar (2010) and Kotler *et al.* (2008) provide three main types of business to business purchase situations:

a) Permanent purchase. It is a situation when the purchasing organization constantly submits the order of goods or services, which were previously purchased, i.e. the purchasing organization submits repeated orders for suppliers. It means that the product, price, delivery and payment term of the repeated order is the same as of the primary order. It is a usual order, characterized by low risk and lower amount of necessary information, which may be submitted by the least experienced purchase department executive person.

b) Modified purchase. In the situation of the modified purchase, the purchasing organization is not satisfied with the existing suppliers, product features, price or certain payment or delivery conditions. In this type of the purchasing process there are more participating people characterized by higher competence than in the permanent purchase process. Bigger amount of information is necessary in the modified purchase situation and there is higher risk compared to the permanent purchase.

c) New purchase. It is a situation when an organization purchases a product or service for the first time. In case of the new purchase, the purchasing organizations may lack specific knowledge or they may lack experience. The decision-to-buy participants' and their endeavors' intensiveness when collecting information depends on the amount of expenses and risk.

These three types of purchase situations differ in their complexity. The permanent purchase is the simplest type of purchases, because it does not require additional information, the decision is made quickly and does not need much struggle. The modified purchase is more complicated because it may need certain research. The new purchase is the most difficult of all types of the situations, because it requires thorough research, more staff, time, and other resources in comparison to the permanent or modified purchase.

#### **4. Analysis of innovative product strategies**

In order to create competitive advantage, determining the development of business to business research of the medicine market in the international markets, it is not enough to implement traditional international marketing strategy models. In this case the attainability of the set goals and efficiency of results are little believable. Abstract models need to be replaced by innovative integrated models, which would allow reacting into existing problems faster and more accurately, foreseeing change in market and making quite precise business development prognoses in international markets.

Every innovative business idea is related to risk. In order to minimize it, the idea must be analyzed in every possible way – only having clearly formulated, real and implementable idea it is possible to define specific goals, to carry out necessary analysis and to attract investors. Innovative business is more risky than business which does not implement any innovations, however, in long-term perspective; competitive advantage is only gained in business which implements innovations.

Preparation and implementation of innovative product strategies are inseparable from strategic planning. Planning of actions in international markets may be described as permanent and systematic ability to join company's capacities with external market possibilities.

International marketing, "crossing" national borders, includes wider sphere of interests compared to marketing in internal market. Investments into product and into scientific research, with a view to better satisfy consumers' needs in the whole

world, are becoming tendentious phenomenon in the area of international business. The level of investments, which are necessary to occupy a bigger part of the international market, directly influences the structure of the international innovative product strategy (Csorba *et al.* 2008), which in its turn affect the company's activity efficiency.

Comparing innovative product strategies according to the distinguished features it is possible to easier identify the similarities and differences of the content of strategies. Information systemized and provided in table 3 helps to better understand, which steps are essential in the process of innovative product creation, and which may be treated as the complements of previous steps.

When distinguishing features, on the basis of which strategies are compared, it is easier to identify the advantages and disadvantages of strategies. Not only the emphasis of the advantages of innovative product strategy is important, but also the detailed naming of disadvantages, with the purpose of defining more specific trends of strategy improvement.

All authors of the analyzed innovative product strategies, except Bargelis *et al.* (2009) stress the importance of feedback. According to these authors, strategic alternative, when creating a product, is selected and implemented sustaining the innovative product expenditure prognoses and organization's possibilities to cover the expenditure. Feedback only exists in case of uncovering of the forecast expenditure. Trim *et al.* (2005) emphasize the distinction of strengths and weaknesses as well as possibilities and threats as a component of innovative product strategy when generalizing the results obtained during the organization's internal and external environment research. Qualitatively performed SWOT analysis greatly influences the efficiency of strategic decisions of a new product launch into market.

Bargelis *et al.* (2009) and Awa (2010) emphasize the client's role in the process of innovative product strategy preparation. The strategies provided by the aforementioned authors stress the significance of communication between a company and a client in the process of new product creation. Mutual communication is useful both for an organization and for a client – an organization has exact information about the client's requests, therefore it can make production which would satisfy client's needs and expectations and this way it may strengthen its positions in market.

Of all analyzed innovative product strategy authors only Nemanich *et al.* (2007) claim that previous development strategy of a new product is the basis of innovative product strategy – there is a cycle, which repeats in the course of time and the created strategy eventually becomes the previous one. The aforementioned authors stress experience and knowledge obtained while creating previous strategies, which can be used in the creation process of a new strategy. Contrary to other authors, Trim *et al.* (2005) and Bargelis *et al.* (2009) name new product creation and evaluation as the final stage of the innovative product strategy creation process.

## 5. Integrated international marketing strategy in the global market

Reacting to the accelerating pace of business environment changes and seeking business development guarantee in the global market, it is necessary to formulate and implement versatile integrated international marketing strategy. Integrated international marketing strategy should be realized as a harmonious array of the described strategies and consumer behavior formation aspects, the purpose of which is to single-mindedly affect the organization's external and internal factors that have impact on the company's positions in the global market and on the final activity results.

Sustaining the scientific methodological literature analyzed in the article and having evaluated the advantages of the described international marketing strategies, consumer behavior formation and innovative product strategy models, the proposals for the preparation of the regulations of the integrated international marketing strategy in the global market are provided. Basic proposals for the preparation of the integrated international marketing strategy regulations, beginning with the company's mission and goals, describing the activity type in a specific area, the level of investments and the degree of competitiveness, are created on the basis of the synthesis of the analyzed international marketing strategy models. Correct definition of the company's mission is the first and very important step towards the organization's activity success, since mission unites the actions of all employees seeking for common company's goals.

Other typical, but according to the authors of the analyzed international marketing strategy models very significant stage – situation analysis – allows company's managers and employees understanding how the company will develop in future, what factors will influence this development, how well the company is prepared for the confrontation with these evolution processes and what profit the company expects from this development. In order to better understand the existing situation and forecast future events, it is purposeful to integrate the elements of different marketing areas, such as international marketing strategies, consumer behavior formation, and innovative product strategies, and this way implement situation analysis stage using various instruments:

- marketing audit – searches the answer to the question “Where are we now?”;
- PEST analysis – analyzes the influence of macroeconomic factors, which a company is unable to affect or may make insignificant influence on;
  - Analysis of market trends;
  - Comparative analysis of the variety and quality of competitors' production;
  - Analysis of consumer behavior, by the characteristics of different market segments;
- SWOT analysis – provides information about environment and the level of company's preparation for confrontation with environmental threats.



It is necessary to remember that there is the so-called “strategic window”, which means a limited period, when the possibilities of the market and company coincide.

When preparing the integrated international marketing strategy, decisions related to marketing and consumer behavior become very important. Consumer’s role in the organization’s creation of an innovative product, for which integrated international marketing strategy will be prepared, is of great significance.

With reference to the analysis of the scientific methodological literature on the topic of innovative product strategy, it is proposed to distinguish four interrelated stages when creating partial strategy (of an innovative product) in the context of the integrated international marketing strategy: product projection and development, launch, evaluation and feedback. Consumers and organizations should cooperate in each of these phases.

Product projection and development phase connects clients’ data base, analytical systems, strategic marketing planning, capacities, development and/or improvement of processes, gain of technologies and skills, production of prototypes and other related issues of strategic importance. Product launch phase includes factual implementation of the improved marketing program.

Evaluations are related to all activity types, starting with the generation of new ideas, their turn into the source of income, including the degree to which marketing programs allow consumers solving their problems, and finally, evaluation of feedback report results for the adoption of timely decisions of the highest manager.

Innovative product strategy principles are important for the integrated international marketing regulations in those strategy stages, where there is link to the product or relevant product phase. Having made decisions about the innovative product and disposing of relevant information about a company, its internal and external environment, having decided about the strategies of target audience and functional areas, integrated international marketing strategy base is changed, it is moved to the regulations of international marketing strategy and this way it is stepped towards the next stage – marketing strategy objectives. In this stage, strategic alternatives of the implementation of objectives are foreseen for the formulated marketing strategy objectives. Analysis of alternatives is carried out and the most acceptable alternative is elected, which is then implemented.

Finally, company’s activity should be evaluated by analyzing monitoring results, which include the comparison of the received (measured) results with plans, determining deviations. The task is to evaluate and eliminate negative deviations and to move to positive deviation and to make use of it.

When developing competitive integrated international marketing strategy, several aspects should be concentrated at. First of all it is the identification, analysis and the selection of the main strategy elements. Another important aspect includes understanding of difficulties implementing the strategy. The concentration at these aspects in all stages of the integrated international marketing strategy preparation process increase successful strategy implementation possibility.

## 6. Conclusions

Dynamics of the global market changes, including competitive environment and consumer needs makes organizations search for new ways to adapt, survive and develop. Business development at the international level is one of the key conditions for survival. Since there is competitive fight in the global market, the retention of organization's positions, as an objective, without the goal to strengthen them, would lead to the business failure.

Drawing on the analysis using different International Marketing preparation processes, it can be observed that models have a certain common feature – some of the provided strategy preparation stages are quite similar. However, in the sense of content, the analyzed models differ significantly. In order to have successful business in global market it is purposeful to prepare several alternatives of marketing strategies – the same international marketing strategy cannot be applied in different market segments. Nevertheless, sometimes it is not enough just to implement traditional international marketing strategy models. These models need to be replaced by innovative integrated models, which would allow reacting into existing problems faster and more accurate, foreseeing change in market and making quite precise business development prognoses in international markets.

Furthermore, when making decisions related to purchases, business to business market consumers are affected by a number of factors. They are influenced by organizational factors, personal factors (behavior, protection determined by personal character).

One more finding that three described types of purchase situations differ in their complexity. The permanent purchase is the simplest type, because it does not require additional information, the decision is made quickly. The modified purchase is more complicated because it may need certain research. The new purchase is the most difficult of all types of the cases, because it requires thorough research, more staff, time, and other resources in comparison to the permanent or modified purchase.

An important finding is that successful activity implementation and development at the international level are possible only having gained competitive advantage, the basis of which may be new and original international marketing strategy, uniting different areas of marketing: international marketing, modeling of consumer behavior, and marketing of an innovative product.

The article provides the offers for the preparation of new integrated international marketing strategy regulations. The offers, formulated having carried out thorough analysis of international marketing strategies, formation of consumer behavior and innovative product strategy models, are intended for the business to business research area of the medicine market.

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