THE INFLUENCE OF GLOBALIZATION ON THE DECISIONS OF THE MARKETING COMPLEX

Monika Alimienė, Rita Kuvykaitė

Marketing Department
Faculty of Economics and Management
Kaunas University of Technology
Laisvės al. 55, Kaunas, LT-3000

Many Lithuanian companies are currently seeking new foreign markets. Success of international business depends on a company's experience abroad, its resources, skills and effective marketing. In the global market are especially important the decisions of the marketing complex. The article evaluates of the changing conditions of business activities in foreign markets, analyses globalization's influence on a company's marketing decisions, and discusses the strategies of marketing complex elements in the global market. The results of research on decision making in the global marketing of Lithuanian mineral, chemical, plastic, rubber industry companies operating in foreign markets are presented and the marketing complex decisions in these companies are evaluated.

Keywords: globalization, marketing complex, strategies of marketing complex elements

Introduction

During this century the international economy has changed substantially. It has become wider, as emerged more national markets there, which are components of the global market and deeper because of the intensity of international transactions. Significant increased on the scale of technology (outlay, risk and complexity) have rendered even the largest companies too small to be important economic units. The suddenly increasing number of international strategic alliances tells that the nature of international economic transactions is changing – global networks are withdrawing the trade and international companies. IT and new technologies stimulate the integration of a global economy, but not organizational hierarchies. In the global economy national markets lose their importance as separate units, and geography is no longer the foundation for arranging economic activity.

The relevancy of this study. The global economy's expanding and the global market's increasing as national markets change and the modern technology scale increases, competition rises higher, the number of global consumers grows, communications expand, companies and trade internationalize. Therefore every country, their industries and separate companies have to prepare for these changes, and the changing situation in the market has to be considered when planning future activities and competitive marketing decisions that will help to survive in the global market have to be made.

Lithuania, in seeking membership in the European Union, will loose its only advantage –

a cheap labor-force that is still its strongest argument in competition for European consumers. Some Lithuanian companies still focus on short-term transactions and do not harder understand the processes of globalization of markets.

According to I. Doole, R. Lowe and C. U. Philips (1994), to act effectively in the World markets there has to be clear and accurately focused marketing complex, based on knowledge of the market into which the company is going to present its products. Foreign markets are dynamic and fast changing, that is why they have to be controlled and evaluated constantly. Companies have to change their marketing techniques according to the market alteration. While competing in the worldwide markets innovation is very important. It has to be expressed not only in the creation of the product but also in the marketing decisions. Feedback to the market's variations is marketing based on values and relations – all of this is very important in creating a successful marketing strategy (I. Doole R. Lowe & C. U. Philips 1994).

The problem. When the company operates in the foreign markets, marketing is based on the general principles of marketing science but also has specific features. This is conditioned by the expanded geography of a company's activity, between countries economical development, political and law systems, cultural environment and other differences. Besides, when a company operates in foreign markets, the particularity of the marketing decisions is conditioned by the company's internationalization degree. While the company expands its activities moving from a local market to international markets, together it evolves its marketing.

Global marketing and its decisions for global markets are still analyzed very seldom in Lithuania. Lithuanian scientists analyze global marketing decision in the general context of international marketing, without singling out the particularity of marketing decisions making, and without evaluating the oneness of a global market. The lack of theoretical and empirical global marketing research and wrong interpretation of global marketing decision process are often a problem for both – the theoretical evaluation of global marketing and a company's marketing decisions.

Based on the discussed problems and relevance of the topic, **the goal** of this article is to discuss the particularity of marketing decisions in the context of globalization. For illustration the results of global marketing decision research, conducted in Lithuanian enterprises active in mineral products, chemicals, plastics and rubber sectors, which operate in the foreign markets, are presented. **The object** of the research is the particularity of marketing complex decisions under the influence of globalization in the company that operates in global markets.

Particularity of Marketing Decisions in the Global Business

When expanding foreign economic activities to the new markets, the company does not have to start its activity from the very beginning. The most important task for the marketing manager is to readjust the company's actions in all markets and to find out the extent to which the existing company strategy could be used in the new markets not changing it substantially. Decisions on how to organize marketing operations, and how to implement marketing objectives mostly depend on the competition level, the company's strategy and marketing skills (I. Doole, R. Lowe & C. U. Philips 1994).

Thorough research and evaluation, and a good understanding of new markets are important when seeking to create a competitive marketing strategy. Therefore, in foreign markets companies have to make a series of strategic decisions. First of all, the company has to analyse international markets at the company level and decide

Table 1. **Obstacles to Standardization in Global Marketing Srategies**
R. D. Buzzell, J. A. Quelch & Ch. A. Bartlett 1995

Factors limiting standardization	**Elements of marketing complex**				
	Product	***Pricing***	***Distribution***	***Promotion***	***Sales force***
Market characteristics					
Physical environment	Climate Product use conditions		Customer mobility	Access to media Climate	Dispersion of customers
Stage of economic and industrial development	Income levels Labor costs in relation to capital costs	Income levels	Consumer shopping patterns	Needs for convenience rather than economy Purchase quantities	Wage levels, availability of manpower
Cultural factors	Custom and tradition Attitudes toward foreign goods	Attitudes toward bargaining	Consumer shopping patterns	Language, literacy Symbolism	Attitudes toward selling
Industry conditions					
Stage of product life cycle in each market	Extent of product differentiation	Elasticity of demand	Availability of outlets Desirability of private brands	Awareness, experience with products	Need for missionary sales effort
Competition	Quality levels	Local costs Prices of substitutes	Competitors' control of outlets	Competitive expenditures, messages	Competitors' sale force
Marketing institutions					
Distributive system	Availability of outlets	Prevailing margins	Number and variety of outlets available	Extent of self-service	Number, size, dispersion of outlets
Advertising media and agencies			Ability to "force" distribution	Media availability, costs, overlaps	Effectiveness of advertising, need for substitutes
Legal restrictions					
	Product standards Patent laws Tariffs and taxes	Tariffs and taxes Antitrust laws Resale price maintenance	Restrictions on product lines Resale price maintenance	Specific restrictions on messages, costs Trademark laws	General employment restrictions Specific restrictions on selling

when and at what moment the company wants to enter international markets and what resources could be used. The final decisions will depend on results of the analysis and compatibility of company's objectives. At this stage the company will analyse its motivation for going into foreign markets. How many and what resources the company is going to use will depend on the company's strategy to achieve the defined objectives.

At the business strategy level, when creating the draft strategy of foreign economic relations, the company will have to decide how to segment international markets and which to enter. These markets could be neighboring markets, which are optimal. Also, these markets could be selected while analyzing their advantages and disadvantages. At this stage, the strategy of foreign market coverage has to be defined. Afterwards the method of entrance has to be chosen, which could be determined by the level of liability and

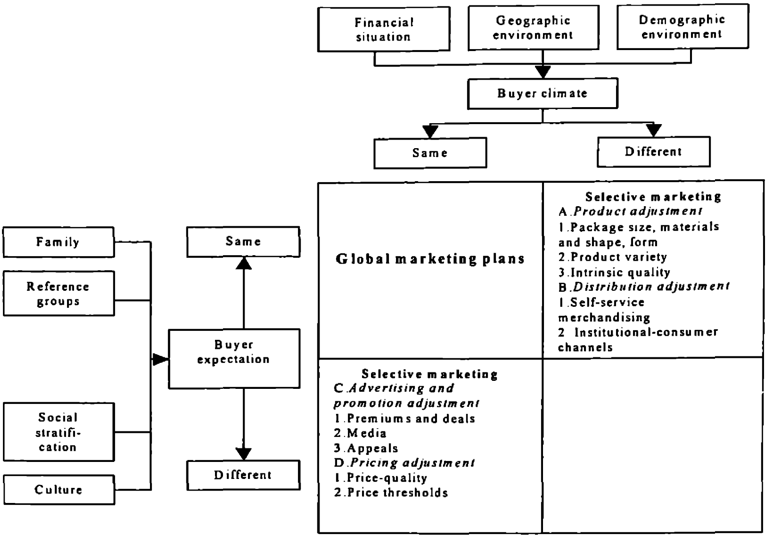

Figure 1. **Strategy of Marketing Complex and its Determinants** (J. W. Dudley 1989)

resources, which the company will tender to the market. The entrance method could be also conditioned by local market conditions and requirements.

When these decisions are made, there are other questions related to the marketing complex strategy that need to be solved at ***the action strategy level.*** Making marketing complex decisions on item, price, distribution and promotion, summarizes action strategy. Global marketing features marketing complex standardization. It means, that the company, operating in a worldwide market, practices the same products, price, distribution and promotion strategy, is on the local level. However global marketing does not necessary mean worldwide standardization. According to R. Dbuzzell, J. A. Quelch & Ch. A. Bartlett (1995), D. A. Ball & W. Jr. Mehelloch (1990), standardization of marketing strategies is often impossible because of many reasons. The most important of them are in Table 1.

According to J. W. Dudley (1989), the choice of marketing complex strategy is influenced by many reasons, one of the most important of which is the customer (Figure 1).

Product Decisions

Product strategy is the most important element of the marketing complex. In the global market product's strategy becomes more important than the selection of foreign markets. According to I. Doole, R. Lowe & C. U. Philips (1994), in developing the global marketing strategy, one of the most important global marketing decisions that has to be made by managers is deciding up to what level the company is able to standardize its products.

Meeting the requirements of consumers in the global markets by offering products differs a lot from meeting these requirements in the national market. According to N. K. Moisejeva (1998), the requirements of consumers in different countries are met by different means and very much depend on a country's social – economical development level, culture and other important factors. Therefore, to attain success in foreign economic activity, the company has to evaluate the suitability of the product for global markets as accurately as possible. The literature states that some products in global markets need very small adjustments to attract consumers, while other products need large adjustments. Sometimes to enter the new markets new products are necessary.

According to N. K. Moisejeva (1998), when evaluating the suitability of the product for global markets, it is necessary to consider the decisions of product line, the cycle of a product's existence, trademark, quality, package, warranty, customer service possibilities and format, distribution system, setout of the products in the trading place, adaptation of the product to consumer, possibility to standardize the product.

According to R. Virvilaitė (2000), the most frequent in global markets are the following product's strategies: Standardization, when the product is sold in global markets without the adjustments being made; differentiation, when the product is adjusted to every market.

The choice of **standardization strategy** is determined by the potential of economy due to the trading scales, reduction of research and development costs, and the possibility to simplify the marketing complex, which lead to low production costs.

However many companies do not seek standardization and choose a **differentiation strategy**, because it is very difficult or sometimes almost impossible to implement standardization as many barriers arise in global markets, besides many companies strive even in the global markets to meet consumer requirements, so they modify products. A differentiation strategy, according to R.Virvilaitė (2000), is based on the concept of profit maximization, the possibility better to meet the requirements of consumers in the global markets. Standardization of products is also impossible because of different standard requirements in different countries.

If a differentiation strategy is chosen, the company entering global markets has also to decide whether to develop its trademark and to invest in it. This choice is influenced by a company's experience in global markets. In the beginning companies may choose to take joint actions with a global company, which features manufacturing and distribution, later, as the market expands and global market becomes even more important for company's activity, the company could go alone.

M. J. Barker (1990) states that the company, operating globally, has to choose one of three trademark models: the company creates national trademarks for national markets; the company creates regional trademarks for regional markets; Company creates global trademarks for global markets.

The company, choosing the trademark strategy by geography, also has to decide whether the trademark will be for one product or for a group of similar products or whether it will be the overall company's trademark. J. W. Dudley (1989) states that it is very important to find out whether the company will be able to secure its trademarks in global markets, because the success of the company, its production and profit depend on the reliability of a company's abilities to secure the trademarks.

Price Decisions

The price of the product in the global markets is determined by production costs, the company's potential, its experience and readiness to operate in the global market, consumers' spending power, and prices of competitors' products, very often and governmental control. The decisions of global price formation are reflected in Figure 2.

The company when estimating the price of its product has to decide how far it will seek to standardize the price. Depending on the standardization level, according to I. Doole, R. Lowe & C. U. Philips (1994), there are three strategies of global price:

- **Standardization or ethnocentric price,** when the company defines one global price for its products, not considering the product's final delivery destination. All consumers pay the same price in the company's territory, the transportation and order costs are covered by consumers. That is why the final consumer for the same product in different countries pays a different price. This strategy is attractive for the company because the company always gets a particular secure fixed income, however the company does not consider the local conditions of separate markets and it cannot maximize its profit or volume of trade. This strategy is mostly used by companies, which produce very specialized equipment or machinery.
- **Adaptation or polycentric price,** when every local vendor or company's subdivision sets the price, which matches local market conditions. The company that uses this strategy does not coordinate prices of products in different markets. The use of this strategy is limited when an international company uses transfer prices. Vulnerability of this strategy

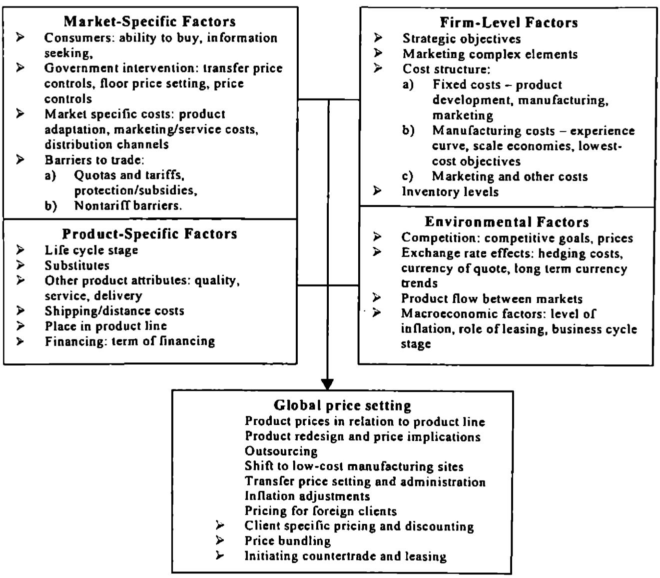

Figure 2. **Decisions of Global Price Formation** (V. Terpstra & R. Sarathy 2000)

is the lack of front office control when fixing the price. In different markets different fixed prices could have a negative influence on company image. Also, there is the possibility for a grey economy to appear when products are sold cheaper in one market and are resold in any other market where the price is higher.

- **Combination or geocentric price,** when the company does not seek fixed prices or price fixing in local departments, but combines the advantages of standardization and adaptation strategies and strives to avoid their disadvantages. Seeking short-term objectives in separate global markets, the company using this strategy at the same time focuses prices on the company's long-term objectives. A global product's price is highly influenced by the distribution channels chosen by the company.

According to N. K. Moisejeva (1998), depending on these channels, the global commodity's prices are as follows:

- The prices of services and semi-manufactures that the international company's subdivisions provide to each other are called transfer prices. When fixing the transfer price, general company's objectives are very often considered so the prices of semi-manufactures in the company differ. They can be and minimum and maximum.
- Prices of free trade are formed among independent companies and are based on agreements.
- Prices, formed by leasing. These prices are rather higher than free-trade price levels.

According to M. J. Barker (1990), when fixing the product prices in the global market it is very important to properly evaluate inflation and variation of foreign exchange rates, also the costs that the company did not have in the national market. These could be: transportation of products, interest on credit, etc. I. Doole, R. Lowe & C. U. Philips (1994) state that the company more often chooses a global price strategy because of market stabilization and profit purposes and in order to occupy the competitive position or to penetrate the market.

Distribution Decisions

In global markets, the organization of **products movement from producer to consumer** is more multiplex than in the national market. There has to be a distribution channel structure, which could guarantee the physical movement of products and proprietary rights to dispose the products to mediator and to final consumers in the global market. It is necessary to be acquainted with existing distribution channels, services of mediators, and also to evaluate a company's abilities to form new distribution channels when forming a structure of distribution channels in the global markets.

B. Toyne (1993) states, that the choice of distribution channel depends on the microenvironment of the global market, the company's abilities and future profit. All the alternatives must be considered, and the most suitable distribution channels must be chosen. In the global market, for distribution of products in several or more markets companies usually use the services of many different organizations. Separate global markets differ and the products are distributed there differently – different distribution channels exist.

According to V. Terpsta and R. Sarathy (2000), to choose distribution channels companies must solve the following strategic questions:

- Will the company try to use the distribution system already used in the national market and will it try to adapt this system to every global market?
- What (direct or indirect) distribution channels will the company use in foreign markets?

- What distribution strategy (selective, intensive or exclusive) will the company choose?
- How the company could keep the distribution strategy unchanged during the global activity?

According N. K. Moisejeva (1998), decisions, related to the choice, creation and development of the distribution channel, are very important for the company because of these reasons:

1. The chosen distribution channel will influence almost all decisions (price of the products, needs for sales personnel etc.)
2. Decisions, related to distribution channels obligate the company for the long-term commercial agreements with other independent organizations (mediators). It is usually very difficult to change these obligations.
3. Even though independent organizations may have common objectives with manufacturer, may still arise many conflicts among them.
4. The manufacturer that uses services of mediators weakens its own role in the market's control.

There is an opinion that it is impossible to standardize distribution channels in the global market as the strategy for every product must be formed considering the particularity of product and target market, are already existing principles of distribution systems. According to R. Virvilaitė (2000), usually the company, operating in the global market, supplies its products to consumers through mediators, creates its own sales subdivisions, adapts the distribution strategy to meet the requirements of new markets or uses a combination of these variations.

The distribution system depends on the internationalization level of a company's activity and the company's chosen marketing strategy. The export marketing strategy is focused on the participants of the distribution channel, the selection of international carriers and resources control. Control of the distribution channel, as the company expands its foreign economic activities, becomes more complex. Multinational marketing distribution channel strategy has to be focused on the company's objectives in foreign markets and particular features of the macro-environment of foreign markets. Therefore, when a company's activity is based on multinational marketing, distribution strategy is formed for every foreign market separately. The global distribution strategy is based on the integration of objectives of export and multinational mar-

	Segments of foreign markets	
	Concentration	Differentiation
Foreign markets	*1 strategy* Geographic and segment concentration	*2 strategy* Geographic concentration and segment differentiation
	3 strategy Geographic differentiation and segment concentration	*4 strategy* Geographic and segment differentiation

Figure 3. **Strategies for Covering Foreign Markets** (B. Toyne 1993)

keting distribution. When the company starts its activity, organization of distribution channels is fragmentary and associated with big expenses. According to B. Toyne (1993), a global distribution strategy allows the company to soften-up fragmentary supplying, minimize distribution costs and to better coordinate the operation of physical movement of products. The distribution strategy of global marketing is determined by a company's strategy for coverage of foreign markets (Figure 3).

Geographic and segment concentration (strategy 1). In this case, the company focuses its distribution system on particular consumer segments of several foreign markets. This distribution system is practiced when competition in foreign markets is high; the chosen market segments are capacious and have development perspectives. In the case of **geographic concentration and segment differentiation** (strategy 2), the company focuses on several countries that feature a wide variety of consumers. Consumers can have different buying habits and need different services. This distribution strategy features high distribution and promotion costs. **A geographic differentiation and segment concentration strategy** (strategy 3) is used when the company is able to cover many countries. This strategy features relatively low foreign market entrance costs and economy of expenses due to increased scale of sales. Separate distribution channels are formed for every foreign market and distribution operations are arranged through independent mediators. **Geographic and segment differentiation strategy** (strategy 4) is mostly used by large global companies, which do not have problems with supply of resources. Given the limited resources, this strategy is possible when the costs of entering foreign markets are low, members of the distribution channel do not need much support and the company is satisfied with a smaller share of the market. National companies use double differentiation strategy very rarely.

The selection of distribution channel depends on the macro-environment of the global market, a company's abilities and future profit. All alternatives must be considered and the most suitable distribution channels must be chosen.

Promotion Decisions

Promotion strategy in the global markets is determined by the external environment of global markets, the company's strategy in the global market and resources. Barriers of global communication are shown in Figure 4. In the global market the **pull** and **push** promotion strategies could be used.

Pull strategy is used when the promotion endeavor is targeted directly to the final consumer. This strategy is advisable for companies that sell consumer products or cover a wide segment. Push strategy is used when the promotion endeavor is targeted to mediators. It highlights the significance of personal sales. Push strategy is advisable when there is short distribution channel or there is a necessity to explain the use of

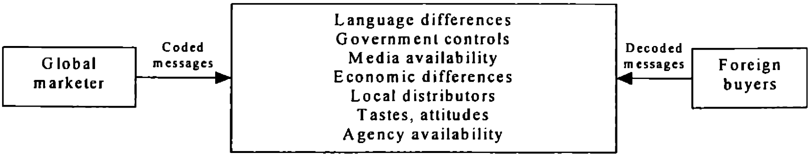

Figure 4. **Barriers of Global Communication** (V. Terpstra & R. Sarathy 2000)

the product for consumers in detail because of its complexity. However in the global market, according to R. Virvilaitė (2000), unlike in the local market, the use of push strategy is limited, as limited are the possibilities of personal sales.

Choosing a global promotion strategy, the company has to consider promotion standardization or adaptation. The promotion activity level will depend on the global marketing environment and strategies of other marketing complex elements. According to I. Doole, R. Lowe and C. U. Philips (1994), the main global promotion standardization stimulants are the following:

- Consumers do not care about national borders,
- Economies of scale can be reached,
- Some original ideas can be spread as wide as possible,
- Particular capacity can be developed and exploited in several foreign markets,
- There is a possibility to promote a global trademark and in this way form its image.

Control of the global promotion complex is based on a combination of effectiveness of different promotion complex elements and costs. According to I. Doole, R. Lowe and C. U. Philips (1994), factors that suppress the standardization of the global promotion complex are:

- **Personal sale.** Participants of the distribution channels are usually local companies, therefore personal sales are hard to standardize.
- **Advertisement.** According to V. Terpstra & R. Sarathy (2000), the use of global advertisement is influenced by several factors: different language in different markets, the advertisement has to contain local language; accessibility of media in various global markets also differs; control of governmental institutions, that limit the advertising of particular products, text of the advertisement and its transmission time etc.; competition, that influences the content of the advertisement, quality, frequency of transmission etc.; number and variety of advertising agencies. The effectiveness of media differs from country to country. Consumers differ by culture, language, nationality, and the legal regulation of advertisement differs. The main assumption of global advertisement standardization, according to V. Terpstra & R. Sarathy (2000), is use to one advertisement message in all global markets considering local particularities.
- **Public relations.** Contacts and relations with the public are made in local markets. Most media representatives also operate in national, regional, local levels inside the country. Most media attract the local consumers, although there are exceptions when foreign countries are visited.
- **Sales promotion.** This kind of promotion usually concerns participants of local distribution channels that differ in various foreign markets. Sales promotion rules and limits are also different for different foreign markets.

Without the usual promotion complex elements in the global market, according to V. Terpstra & R. Sarathy (2000), these promotion means also could be used:

- Internet marketing;
- Traveling exhibitions, that do not need extra expenses but present the products to foreign consumers;
- Seminars and symposiums, that tell about special ways of entering particular countries and industry sectors;
- Lobbying, which is illegal, but used in practice.

Global promotion strategy often cannot be strictly standardized or localized. S. Onkvist and J. J. Shaw (1997) point out – it is very important for every company to understand, that well deliberated and adapted promotion complex elements can exist in several markets without significant adjustments. However the social-economical situation, cultural characteristics, and traditions cannot be forgotten as they are very important for creation and implementation of global promotion strategy.

Success in the global markets depends on proper advertisement, sales promotion factors, public relations that create a good image of the exporting country, the company and its products. Successful implementation of personal sales is also important.

The Research Methodology

For Lithuanian companies when involved in global activities, marketing complex decisions become a very important factor, which benefits competition in the global market. However, as Lithuania switched to market economy, some companies still hold irresponsible attitudes to wend particularity of marketing decisions in foreign markets. The seeking to find out how Lithuanian companies operate in foreign markets, what marketing complex decisions they make, in trying to get involved in global activity, study was conducted on the global marketing decisions of Lithuanian mineral and chemical products, plastic and rubber industry companies, which operate in foreign markets.

The initial study was conducted considering topics of globalization of Lithuanian company's activities. For this study a written feedback form was used. The questionnaire was mailed or delivered personally, matching with a phone interview, when possible. Companies, which export Lithuanian mineral, chemical, plastic and rubber products and were ranked to global industry branches and have their offices in Vilnius and Kaunas were selected The questionnaires were dispatched to 97 enterprises. 64 of them were completed.

19 general directors and 19 deputy directors, 21 heads of marketing divisions and 5 employees filled in the questionnaires. The absolute majority of the respondents were university graduates between 30 and 50 years of age.

The Results of the Research

Out of the 64 enterprises surveyed, 24 are mainly active in trade, 33 in production and 9 in services (a few of them also produce or trade goods). The majority of the enterprises researched are limited liability companies (47), the rest are public companies (14) and personal enterprises (3). Not a single partnership company or state (municipal) enterprise answered the questionnaire. 29 enterprises surveyed are newly founded private local capital enterprises (45 percent of the enterprises surveyed), 22 are joint ventures (34 percent), the rest are international companies (16 percent), former state enterprises, recently privatised companies (3 percent) and one partially privatised company.

The majority of the enterprises surveyed employ from 50 to 200 people (58 percent), others employ up to 50 people. There were no enterprises surveyed employing over 200 people. Therefore the conclusion can be drawn that in the sectors of mineral products, chemicals, plastics and rubber the main exporters are the SMEs.

The research showed that annual turnover of 32 enterprises is between 1 and 5 million Litas. A significant part (16) have bigger turnover (5–10 million Litas). Consequently, the enterprises surveyed have an access to rather large turnover funds that can be used for planning and implementation of marketing activities.

In the majority of the enterprises (21 company or 32 percent) exports account for 20 to 30 percent of their annual turnover. The number of enterprises whose export share is between 30–40 percent is very similar (19 companies or 29 percent).

The research has also shown that nearly half of the enterprises surveyed (47 percent or 31 enterprise) have been active in international markets for 3 to 5 years. Only one of 64 enterprises surveyed works abroad for more than

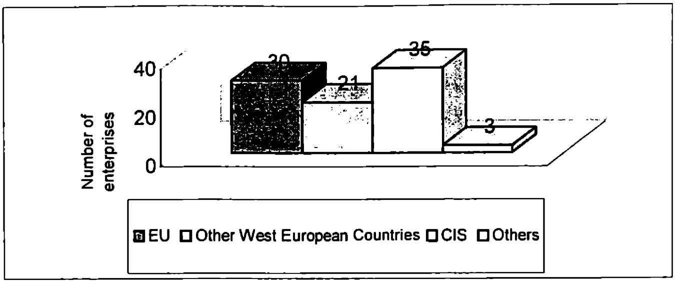

Figure 5. **Main Markets for Exports of Mineral Products, Chemicals, Plastics and Rubber Industries**

10 years, another 10 enterprises (16 percent) have seen active in international markets for 5–10 years. 19 enterprises (30 percent) have been working in international markets for 1–3 years. Accordingly, one can claim that in the industry sectors researched the exporting enterprises do not have much experience since they are quite new to the international markets.

According to the data of Lithuanian Department of Statistics, the main markets for Lithuanian exports in the year 2000 were EU, CIS, CEFTA (the Czech Republic, Poland, Slovakia, Slovenia, Hungary, Romania, and Bulgaria). In 2000, Lithuanian exports to EU constituted 47.9, to CIS – 16.3, to CEFTA – 7 percent of total exports. According to official Lithuanian statistics, the main export partners of Lithuanian enterprises in 2000 were Latvia (15 percent), Germany (14.3 percent), UK (7.8 percent), Russia (7.1 percent) and Poland (5.5 percent).

However, the research in the enterprises of mineral products, chemicals, plastics and rubber sectors showed that exports here have different trends. Many enterprises noted that they export to several countries and identified several main export partners. According to the answers, the first place goes here to the CIS market, whereto export 39 percent (35 enterprises) researched, the second destination being the EU (34 percent or 30 enterprises). 24 percent (21 enterprises) export to other West European countries that are not members of the EU. According to the answers, the most important export partners for mineral products, chemicals, plastics and rubber industry sectors are Russia (29 percent or 35 enterprises), Germany (26 percent or 32 enterprises), Latvia and Poland (16 percent, 20 and 19 enterprises), UK (7 percent or 9 enterprises) (see Fig. 5 and 6).

The answers received can be explained by Kmieliauskas (2001) statement that the exports of mineral products, chemicals, plastics and rubber industries to Western Europe significantly decreased in 1999–2000 due to the fact that those Lithuanian goods no longer satisfy the demands of the Western European market and its quality requirements.

Therefore, the conclusion can be made that following the decrease of the Western European market, the manufacturers of mineral products, chemicals, plastics and rubber started concentrating on and putting more effort to the CIS market where quality requirements are lower. If those trends remain in the future, Lithuanian enterprises can loose their positions in the EU markets and transfer most of their activities to the CIS. But the change in structure of export partners is related to high risk as the CIS markets are

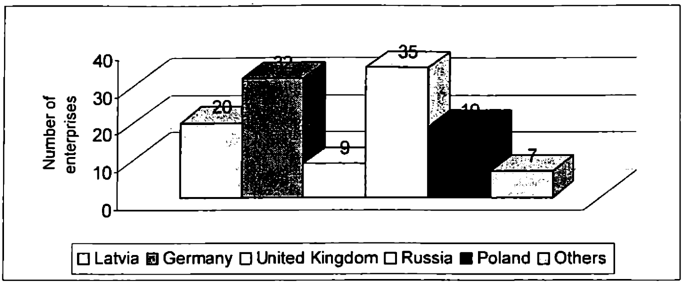

Figure 6. The Main Export Partners of the Enterprises Researched

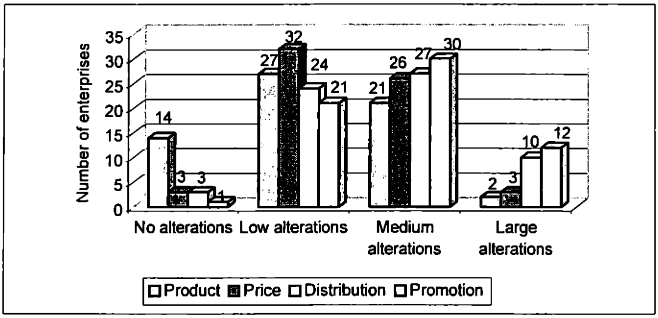

Figure 7. Adaptability of Marketing Complex to Foreign Markets in the Researched Companies

difficult to forecast and subject to various economic crises.

Nearly 70 percent (44 enterprises) of the respondents consider their activities in international markets as partially successful, 30 percent (20 enterprises) as successful. There was no enterprise to characterise its activities in international markets as unsuccessful.

The research results showed that only 2 enterprises out of 64 (3 percent) can be assigned to a group of global enterprises, the characteristics of a global enterprise being exports to several countries, those exports accounting for a significant part of the annual turnover (around 45 and 95 percent), and no adaptation (or a slight one) of the products destined for the international markets.

After the research was conducted and 64 enterprises were surveyed, it became clear that only in one of them the questions of international marketing are not addressed. Therefore, the conclusion can be drawn that the enterprises of the industry branches researched consider marketing decisions as important for their international economic activity. According to the answers to the question on how the enterprise's marketing complex is accommodated for international markets, Lithuanian enterprises, depending on the situation and demands of international markets, usually adapt their goods slightly or moderately, sometimes do not adapt at all, but practically never create new goods. At the same time, they change the prices of the products slightly or moderately, but usually not substantially. The distribution system is usually changed insignificantly or moderately, but big changes also occur. Support schemes are also adapted to international markets and more or less modified according to the changes occurring in those markets.

According to the results of the research, we suggest the following recommendations:

1. When entering global markets, the company has to examine closer the particularities of these markets, evaluate possible changes of their activity and marketing decisions.
2. Strategy of the products on the global markets becomes even more important than the selection of foreign markets, therefore Lithuanian companies, globalizing their activities have to analyze strategy of the products as the main criteria of global market selection.
3. Lithuanian companies, seeking to become involved in global business have to standardize their marketing complex elements more.

Conclusions

After a systematic literature analysis on the current topic, and summarizing the results of the Lithuanian exporters' survey, the conclusions are:

1. As Lithuanian exporters strive to enter new foreign markets and to sell their products, even more companies encounter a lack of information on new foreign markets and insufficient market research.
2. The constituent of global marketing strategy is the formation of strategy for products, prices, distribution and promotion. Global marketing features marketing complex standardization, however the global marketing does not necessary mean worldwide standardization, as companies encounter various barriers in different global markets.
3. Product's strategy in global markets becomes more important than the selection of foreign markets. In choosing the global strategy of the products, company has to evaluate as accurately as possible the suitability of its products to foreign markets and make decisions about its global trademark.
4. Product price is determined by manufacture costs, abilities of the company, its readiness to operate in the global market and other factors. The company has to decide how much it will try to standardize price.
5. Selection of distribution channel depends on the macro-environment of the global market, the company's abilities and future profit. Standardization of distribution of products is very difficult.
6. The environment of external global markets, the company's strategy of activities on the global market and resources determine promotion strategy in the global market. When choosing a global promotion strategy, the company has to consider promotion standardization or adaptation.
7. According to the research, companies in Lithuanian mineral, chemical, plastic and rubber products industries in foreign markets usually practice a differentiation marketing complex strategy, when company's products, prices, distribution systems and promotion means are applicable to foreign markets and their consumer needs.
8. Lithuanian companies, seeking to become involved in global business have to standardize their marketing complex elements more.

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GLOBALIZACIJOS POVEIKIS MARKETINGO KOMPLEKSO SPRENDIMAMS

Monika Alimienė, Rita Kuvykaitė

Santrauka

Globalus marketingas, jo taikymas globalioms rinkoms Lietuvoje dar labai mažai nagrinėjami. Lietuvos mokslininkų darbuose globalaus marketingo sprendimai analizuojami tarptautinio marketingo kontekste, neišskiriama marketingo sprendimų priėmimo specifika, neįvertinamas globalios rinkos išskirtinumas. Trūkstant teorinių ir empirinių globalaus marketingo tyrimų, klaidingai interpretuojant globalaus marketingo sprendimus, dažnai daroma klaidų tiek teoriškai vertinant globalų marketingą, tiek priimant įmonių marketingo veiklos sprendimus.

Šio straipsnio tikslas – aptarti marketingo sprendimų priėmimo specifiką globalizacijos kontekste, ją apibūdinti pateikiant Lietuvos mineralinių ir cheminių produktų, plastmasės ir gumos pramonės įmonių, veikiančių užsienio rinkose, globalaus marketingo sprendimų priėmimo tyrimo rezultatus. Tyrimo objektas – globalizacijos veikiamo marketingo komplekso sprendimų specifika, kai įmonė dirba globaliose rinkose.

Prekės strategija yra svarbiausia marketingo komplekso sudedamoji dalis. Globaliose rinkose prekės strategija tampa svarbesnė nei užsienio rinkų parinkimas. Prekės kainą globaliose rinkose lemia gamybos kaštai, įmonės galimybės, patirtis ir pasirengimas veikti globalioje rinkoje, vartotojų perkamoji galia, konkurentų prekių kainos, dažnai ir vyriausybės reguliavimas.

Globaliose rinkose organizuoti prekių judėjimą nuo gamintojo iki vartotojo yra sudėtingiau nei nacionalinėje rinkoje. Turi būti parinkta tokia paskirstymo kanalo struktūra, kuri garantuotų, kad prekė ir nuosavybės teisė į ją bus perduotos prekybos tarpininkams ar galutiniams vartotojams globalioje rinkoje. Vyrauja nuomonė, kad prekių paskirstymo globalioje rinkoje negalima standartizuoti; kiekvienos prekės paskirstymo strategija turėtų būti kuriama atsižvelgiant į prekės ir tikslinės rinkos specifiką, jau susiformavusius jos paskirstymo sistemų principus.

Rėmimo strategiją globaliose rinkose lemia šių rinkų išorės aplinka, įmonės veiklos joje strategija ir ištekliai.

Siekiant išsiaiškinti, kaip Lietuvos įmonės veikia užsienio rinkose, kokius priima marketingo komplekso sprendimus, siekdamos įsitraukti į globalią veiklą, buvo atliktas Lietuvos mineralinių ir cheminių produk-

tų, plastmasės ir gumos pramonės įmonių, veikiančių užsienio rinkose, globalaus marketingo sprendimų priėmimo tyrimas.

Atlikus tyrimą ir apklausus 64 įmones, paaiškėjo, kad tik vienoje nesprendžiami marketingo veiklos užsienio rinkose klausimai. Todėl galima daryti išvadą, kad tiriamos pramonės šakos įmonės marketingo sprendimus laiko svarbiais plėtojant ekonominę veiklą užsienyje. Iš pateiktų atsakymų į anketos klausimą, kaip įmonės marketingo kompleksas taikomas užsienio rinkose, paaiškėjo, kad Lietuvos įmonės, atsižvelgdamos į situaciją ir užsienio rinkų reikalavimus, dažniausiai savo prekes modifikuoja nežymiai arba keičia vidutiniškai, kartais prekių nemodifikuoja ir beveik niekada nekuria naujų prekių (8 pav.). Tuo tarpu prekių kainą keičia nedaug arba vidutiniškai, didelių pokyčių dažniausiai nebūna. Paskirstymo sistema dažniausiai keičiama nežymiai arba vidutiniškai, kartais labai. Užsienio rinkoms taip pat taikomos rėmimo priemonės keičiamos atsižvelgiant į šių rinkų poreikius.