

**A REVIEW OF GLOBAL MARKETING WITH AN  
ILLUSTRATION FROM TURKEY**

**A THESIS**

**Submitted To The Department Of Management  
And Graduate School Of Business Administration  
Of Bilkent University  
In Partial Fulfillment Of The Requirements  
For The Degree Of  
Master Of Business Administration**

**By**

**İGE PIRNAR**

**June 7, 1989**

A REVIEW OF GLOBAL MARKETING WITH AN  
ILLUSTRATION FROM TURKEY

A THESIS  
SUBMITTED TO THE DEPARTMENT OF MANAGEMENT  
AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION  
OF BILKENT UNIVERSITY  
IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION

By

I G E P I R N A R

June, 1989


Ige Pinar  
tarafından hazırlanmıştır.

HF  
1416  
P667  
1989  
B 1074


I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

  
\_\_\_\_\_  
Dr. Güliz Ger


I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

  
\_\_\_\_\_  
Assist. Prof. Kürşad Aydoğan

I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

  
\_\_\_\_\_  
Assist. Prof. Erdal Erel

Approved for the Graduate School of Business Administration

Prof. Dr. Sübidey Togan 

ABSTRACT

A REVIEW OF GLOBAL MARKETING WITH AN  
ILLUSTRATION FROM TURKEY

IGE PIRNAR  
MBA in management  
Supervisor: Dr.Güliz Ger  
June 1989, 87 pages

Global marketing is a new topic in the marketing world. In this work a review of global strategy is done and as an illustration a study about four global products, the similarities and dissimilarities among their preferences and finally, liked and disliked factors about the products and their advertisement characteristics were analyzed from a global perspective. The study was conducted in Bilkent University and Hacettepe Medical Center.

Keywords: Globalization, Adaption of Marketing Mixes, Perceived Product Characteristics, Standardization.



## ÖZET

### GLOBAL PAZARLAMA HAKKINDA BİR ARAŞTIRMA VE KONU ÜZERİNE TÜRKİYE DEN BİR ÇALIŞMA

İGE PIRNAR  
Yüksek Lisans Tezi, İşletme Enstitüsü  
Tez Yöneticisi: Dr. Güliz Ger  
Haziran 1989, 87 sayfa

Global pazarlama, pazarlama dünyasında çok yeni bir konudur. Bu çalışmada, global pazarlama hakkında literatürde yazılanlar taranmış ve Hacettepe ve Bilkent Üniversitelerinde konu ile ilgili bir çalışma yapılmıştır. Çalışmada dört ürün hakkında ki ürün özellikleri belirlenmiş ve ürün ve reklamları hakkında hoş giden ve gitmeyen faktörler, global açıdan incelenmiştir.

Anahtar kelimeler: Globalleştirmek, Pazarlama Karmasını Adapte Etmek, Algılanan Ürün Özellikleri.

## ACKNOWLEDGEMENT

I would like to express my sincere appreciation to Dr. Güliz Ger for her invaluable supervision throughout this thesis. I am also grateful to her for being a perfect professor in my marketing courses who made the subject very interesting and challenging. I am also grateful to Assist. Prof. Kürşad Aydoğan and Assist. Prof. Erdal Erel for their supports.

## OUTLINE

ABSTRACT .....	i
ÖZET .....	ii
ACKNOWLEDGEMENT .....	iii
OUTLINE .....	iv
LIST OF TABLES AND GRAPHS .....	vi
CHAPTER I – INTRODUCTION .....	1
1.1. DEFINITIONS AND TERMINOLOGY .....	1
1.2. OBJECTIVE AND PURPOSE .....	2
1.3. DISSERTATION OUTLINE .....	3
CHAPTER II – THE NATURE AND ISSUES OF GLOBAL MARKETING .....	4
2.1.1. GLOBAL MARKETING AND DIFFERENCES FROM OTHER EXPORT AND INTERNATIONAL MARKETING STRATEGIES...	4
2.1.2. TREND, RANGE AND DIMENSIONS OF GLOBAL MARKETING .....	6
2.1.3. DIFFERENT TYPES OF GLOBALIZATION .....	10
2.2. ADVANTAGES AND DISADVANTAGES OF GLOBALIZATION ..	13
2.2.1. ADVANTAGES OF GLOBALIZATION .....	13
2.2.2. DISADVANTAGES OF GLOBALIZATION .....	17
2.3. CHARACTERISTICS OF SUCCESSFUL GLOBALIZATION: AN ILLUSTRATION-JAPAN .....	20
2.4. CONCLUSION .....	24



CHAPTER III. COMPARATIVE ILLUSTRATION .....	27
3.1.ANALYSIS OF FOUR GLOBAL PRODUCTS .....	27
3.1.1.TWO STUDIES: MARKETING STRATEGIES AND CONSUMER VIEWS - OVERVIEW .....	27
3.1.2.MARKETING STRATEGIES OF THE FOUR FIRMS .....	28
3.2.PURPOSE AND OVERVIEW OF THE STUDY .....	31
CHAPTER IV. METHODOLOGY AND RESULTS .....	34
4.1.FEATURES OF THE STUDY .....	34
4.1.1.SAMPLE .....	34
4.1.2.METHODOLOGY .....	34
4.1.3.PROCEDURE .....	36
4.2.THE ANALYSIS AND RESULTS .....	36
CHAPTER V. CONCLUSION AND DISCUSSION .....	43
REFERENCES .....	47
APPENDIX 1 .....	50
APPENDIX 2 .....	55
APPENDIX 3 .....	65
APPENDIX 4 .....	70

LIST OF TABLES

Table 1 .....	51
Table 2 .....	52
Table 3 .....	53
Table 4 .....	54
GRAPH 1A .....	55
GRAPH 1B .....	56
GRAPH 2A .....	57
GRAPH 2B .....	58
GRAPH 3A .....	59
GRAPH 3B .....	60
GRAPH 4A .....	61
GRAPH 4B .....	62
GRAPH 5A .....	63
GRAPH 5B .....	64
GRAPH 6 .....	66
GRAPH 7 .....	68
QUESTIONNAIRE AND SOME COMMERCIALS .....	70

## CHAPTER I. INTRODUCTION

Global marketing is a very new topic in the marketing area. It is a new marketing concept which is quite different than traditional marketing concept. Recently, many Japanese firms and some American firms started adapting global strategy and gained enormous success in the international marketing area. With this success, global marketing concept has gained importance and the managers of many multinational firms started considering globalization in their marketing strategies.

This paper consists of a literature survey about global marketing and a study that is conducted in Hacettepe Medical Center and Bilkent University, which analyzed the liked and disliked factors about four global firms' characteristics and their advertisements. The study analyzes the four global products that are successful in their domestic countries and searches for the reasons why global strategy's claim seems to have held for two products and not for the other two.

### 1.1. DEFINITIONS AND TERMINOLOGY

**GLOBAL MARKETING:** Global marketing is marketing a product to many different countries and applying similar or same marketing strategies for all the markets.

**MARKETING MIX ELEMENTS:** Marketing mix elements consist of product, price, place and promotion strategies.

**PRODUCT:** Product stands for "goods and service" combination the company offers to the target market.

**PRICE:** Price stands for the amount of money customers have to pay to obtain the product.

**PLACE:** Place stands for the various company activities that make the product available to target customers.

**PROMOTION:** Promotion stands for activities which communicate the merits of the product and persuade target customers to buy the product.

## 1.2. OBJECTIVE AND PURPOSE

The objective of this study is to find out what global marketing is with the help of literature survey and then to check if no adaptations in the marketing strategy leads to a success or if some adaptations are needed with the help of the study conducted. The purpose of the study is to show that a global firm that uses the same strategy in many countries may achieve different levels of success or may fail in Turkey. Study tries to explore why success of a product in one country not necessarily leads to a global success in many countries with the application of the same marketing strategy.

### 1.3. DISSERTATION OUTLINE

Dissertation outline will be organized as follows: Chapter I consists of introduction, whereas Chapter II consists of the literature survey about global marketing. Chapter III deals with the comparative illustration; the study conducted with the products' firms and customers of four global products. Chapter IV is about the methodology and results of the study, whereas the conclusion and discussion takes place in Chapter V.

## CHAPTER II. THE NATURE AND ISSUES OF GLOBAL MARKETING

Chapter I consists of definition, range, trend, dimensions, types, advantages and disadvantages of global marketing. In addition, criteria needed in order to be successful in globalization and reasons for Japan's success are stated. Chapter I consists of the literature survey about the topic of global marketing whereas following chapters consist of a study about four global products which was conducted in Bilkent and Hacettepe Universities. The study analyzed the similarities and dissimilarities among the liked and disliked factors about the products and their advertisements from a global perspective.

### 2.1.1. GLOBAL MARKETING AND DIFFERENCE FROM OTHER EXPORT AND INTERNATIONAL MARKETING STRATEGIES

International marketing may involve a sales oriented approach, a market oriented approach and a global approach (Mesdag, 1985):

"Sell what you have got"(SWYG), is a strategy based on a selling approach in which the company's product can be sold whatever the conditions are. It's drawback is that if the product to be sold has low or non differential advantages, if it is priced very high, and especially if it has low international compatibility, then there is no reason why it should be

successful. In practice SWYG rarely works, and usually is the most common source of failure in foreign markets.

"Sell what people actually buy" is a market oriented approach. A marketer goes into a chosen market, finds out what people buy, and then puts together a product which meets consumer needs. However, this strategy, may have three weaknesses. Firstly, a foreign market may only be penetrated at a given time with a specific product. For example, the French do not sell their Cheddar in Germany, the Dutch cannot sell their schnapps in France and the Danes do not sell their British styled bacon in Holland. Secondly, the foreign supplier may find it difficult to match the value / price basis established by the domestic manufacturers. Thirdly, the foreign manufacturer may have difficulty in establishing his credibility as a supplier of products which are perceived to be domestic. For example, Suntory of Japan makes an excellent Scotch - type whisky, but it has decided, for the time being, not enter U.K.

Global marketing is marketing a product to many different countries and applying similar or the same marketing strategies for all the markets. Global marketing is standardizing a specific product for all the foreign markets; a strategy in which the companies operate as if the world is one large market so that they can ignore superficial regional and national differences. Globalization needs standardized products with product standards of unbeatable quality and consistent reliability delivered at the lowest price (Levitt, 1983). In



other words, it is possible to use the same advertising, pricing, product, and distribution approach in more than one national market. A company's mass produced product, mass produced in the home country, could be mass marketed on a global scale (Kaynak, 1987).

The marketing strategies of national, international, multinational and global firms are different. The home market is the only competitive arena for the traditional national company; the international company sees foreign markets secondary to the home market; a multinational firm views the foreign markets to be very important, and differentiates its marketing strategy to adapt to the needs of these markets; and finally, the global company standardizes a part or all of its strategy for all the markets, and ignores the national, cultural and traditional differences. (Marketing and media decisions, December 1984 p.52). Within the global company various stages of global marketing may be employed, depending on the characteristics and needs of the market.

#### **2.1.2. TREND, RANGE AND DIMENSIONS OF GLOBAL MARKETING**

Recently, due to changing trends and changing attitudes towards homogeneity, globalization has become an important trend for most of the giant multinationals. It may provide many advantages and efficient use of resources. Technology and globalization are powerful forces which play an important role in shaping the world trade today. It has been suggested that

companies which put emphasis on global thinking are likely to replace the present multinational companies in the future, if they are not converted to global companies in time (Kaynak, 1987).

International firms may proceed through certain stages in their globalization efforts. These stages are domestic marketer, exporter, multinational, panregional and global company (table 1). Each stage in the organizational process requires different set of strategic options.

Within the globalization trend, the degree of standardization varies, since some companies practise very minor changes and much standardization whereas the others adapt minor standardization and major degrees of adaption. Global marketing ranges from global product marketing with adaption of price, promotion, and distribution mixes to the total uniformity of all mix elements (product, price, place, distribution) (Levitt, 1983). Global product marketing, with slight or more changes in the three marketing mixes in the marketing mix, except the product has been applied by many companies. For example, from the planning to commercialization stages, Canon's latest 35-millimeter automatic camera was conceptualized as a global product. Adjustments to the positioning, pricing, promotion, and distribution strategies were made according to market's needs (Thackray, 1985). Total uniformity in product, price, promotion and distribution may be less useful since the different markets have various needs. For instance, the most frequently mentioned example of a global brand, Coca-Cola, does not apply a 100% pure

global strategy since different formulas of the soft drink are used to suit regional or national tastes, and promotion campaigns are also adapted to different cultures (Thackray, 1985). Marketing mix elements are important for globalization and very few companies, like Lego, market their products worldwide using the same marketing mix everywhere. For most products, companies use the appropriate degree of standardization which varies from one marketing mix element to another. Also, the level of variance and adaption of each element changes from one company to other. Judging which element to standardize and up to what level is an important decision for the manager, and while deciding, the manager should take into consideration the interactions between them (since the marketing mix elements are related to each other). Wiechmann (1975) studied the standardization levels among 27 multinational companies in food, soft drink, soap-detergent and cosmetics industries. The research showed that for the total marketing program (considering all marketing mix elements), 63% applies high standardization. When the marketing mix elements were taken individually the results indicate the following.

Channels of distribution were found to be very highly standardized. Some aspects of the product mix such as brand names and physical characteristics of products and packaging also showed a high degree of standardization. This may be due to trademark considerations and management's dream to be recognized as a worldwide brand. Using identical brands, labels and packages in different countries, the firm gets better

international legal and trademark protection. Also, this uniformity is assumed to reinforce consumer recognition worldwide. For advertising and promotion mix, most of the firms standardized their basic advertising message highly, but used low standardization for their media allocation in advertising budgeting due to the fact that availability of advertising media varied greatly from one country to another while a good slogan, with some adaptations if necessary, can be applied in lots of place. Lowest level of standardization has been observed in pricing strategy. Local differences in manufacturing costs, taxes, competitor's prices and market situations need to be reflected in prices in different countries, and therefore, some companies tend to leave subsidiaries free to determine their actual retail prices. The degree of the standardization level also varied according to the type of product: the cosmetics were very highly standardized (95%) while some food products were very not highly standardized at all (50%) due to different national customs and habits.

Globalization has several dimensions which are business functions, products, marketing mix elements and countries (Quelch and Hoff, 1986). Business functions of a firm are important for the application of global marketing strategy. Some functions may be less amenable to standardization. Production (manufacturing), finance and R&D functional departments have tendency towards standardization since they are more centralized and the measurement of effectiveness in these departments is easier when compared to departments like marketing

which are not directed centrally and the effectiveness criteria is a lot harder to measure (Quelch and Hoff, 1986). The products which have high scale economies have a tendency to be marketed globally, and they are more efficient in global strategy when compared to other products.

The global or multinational company's desire to pursue a global strategy varies from country to country, and not only depends on the company's characteristics but also depends very much on different characteristics of different countries. Small markets tend to tolerate the standard program much easily when compared to large markets. Large markets with strong local managements are less willing to accept the global programs whereas small markets are less likely to resist it. Therefore, the headquarters, should make the standard programs which reflect the needs of large rather than small markets.

It can be concluded that the global strategy takes its final form according to these four dimensions, and the importance assigned to each of these dimensions by a specific firm.

### 2.1.3. DIFFERENT TYPES OF GLOBALIZATION

There exists different types of globalization. The nature of globalization as a marketing strategy would show variations in diverse world markets. These global marketing strategies have varying characteristics (table 2).

Multidomestic (multinational) strategy is a completely localized strategy where there is no common strategic marketing decision variable. Each marketing variable or marketing mixes applied is adapted accordingly to the differences occurring in different markets. The multinational corporation treats the world as if it were composed of different and diverse markets. Multidomestic company utilizes separate marketing strategies in each market it operates (Hout, Porter and Rudden, 1982). To summarize, the company which pursues this strategy ignores the similarities and concentrates on differences in its operational policies and programs (Farley, 1985).

Sub-global (modular) strategy is a marketing module in which module can be geographic, economic, cultural or demographic country, a target group, a region or a product class (Kaynak, 1987). This is a popular strategy, especially for the companies which are likely to think themselves as global firms while acting like traditional marketers. This strategy is partly due to the societies which have some of their feeling and needs alike and some of their feelings and needs different. In general, some emotions like love, hunger, pain, sex, or thirst may be considered as they are universally applicable since they are very basic. However, the symbols for these emotions change from country to country. This leads to a policy of applying basic appeals globally but the execution of that appeal may vary from country to country (Matthei, 1975). This strategy of thinking globally but acting locally in international markets is called modular marketing strategy.

In global (monolith) marketing strategy, the markets of the world have become increasingly homogenized (monolith) since this strategy assumes that all buyers in the world are alike. This situation has resulted in response to advances taking place in communication and transportation technologies. These technological developments have made products of the "developed" world desirable throughout the world. Developments in communications and transportation have created certain commonalities among nations, creating homogenized tastes, preferences, and motivations of people which open the door for global corporations to create awareness and market on an international scale (Levitt, 1985). Economies of scale is the major objective of global marketing strategies with the resultant low-cost producer company business system. Through the scale economies in R&D, materials purchasing, manufacturing, distribution, and advertising, company brands would be able to gain a competitive advantage world wide which will also lead to higher return on investment and long-term franchise building across the world (table 3) (Kaynak, 1987). In order to market world brands effectively, company management needs to think globally instead of domestically or one country at a time. For example, management of some world brand companies, like Colgate-Palmolive, Nabisco biscuits, Gillette razors, Campbell soup, or Singer sewing machines may think in terms of geographic clusters such as Europe, Latin America, and Far East instead of individual countries.



## 2.2. ADVANTAGES AND DISADVANTAGES OF GLOBAL MARKETING

An understanding of globalization is enhanced by examining its advantages and disadvantages, in addition to its characteristics.

### 2.2.1. ADVANTAGES OF GLOBALIZATION

Advantages of globalization (standardization), offering identical product lines at identical prices through identical distribution systems, supported by identical promotional programs in several countries can be summarized as follows (Buzzell 1968, Levitt 1983, Sorenson 1975, Wolfe 1984, and Hamel 1985).

The main advantage of globalization is significant cost savings and low operating costs. Global marketing allows a company to reduce the costs of advertising, packaging and other promotional materials and since the profitability lies on both increasing the sales and decreasing the costs, there are significant opportunities for cost reduction via standardization. By transferring a uniform marketing approach from country to country, a company can enhance its economic effectiveness (Elinder, 1965). Standardizing on multinational marketing leads to savings on items such as product design, packaging, premiums for sales promotion, and advertising production costs, especially for T.V. commercials. Pepsi-Cola Co. is a good example for this situation; Pepsi-Cola is bottled in 465 plants and sold in 110

countries outside the United States. Part of its foreign advertising is done by films. According to one of the company's top marketing executives, "we have found that it is possible to produce commercial films overseas in one market, if planned properly, for use in most of our international markets. "According to company estimates, the added cost of producing separate films for each market would be \$8 million per year (Heller, 1986). As this example illustrates standardization can offer important economies to the global marketer. Even if these cost savings are attained at the expense of lower sales in some markets (this is a very rare situation), the net effect on profits is usually positive. Better marketing performance is an advantage in the sense that an already successful marketing strategy in one country when transferred to another country which has similar market and competitive conditions, leads to larger market share, better consumer (and sometimes trade) acceptance and higher profits in the other country. The duplication of the efforts and cost is eliminated by globalization.

Another advantage is the consistency with customers. Quite apart from the possibilities of cost reduction, some global companies are moving toward standardization in order to achieve consistency in their dealing with customers. Executives of these companies believe that consistency in product style, in sales and customer service, in brand names and packages, and generally in the "image" projected to customers, is a powerful means of increasing sales.

The possibility of reaching global customers with

identical and common advertising messages and the risk of confusion that may result from reaching such customers with different brand names and promotional appeals has led some of the major consumer goods producers to explore ways and means of standardizing at least the basic elements of their European campaigns. For instance, the Nestle Company Inc., and Unilever Ltd., which are probably the most experienced multinational consumer goods companies, have both moved in the direction of more "unified" European advertising, even during the 1960's. Also, standardization helps the company's products to gain a uniform worldwide image. In Europe, the increasing flow among countries in terms of products, consumers, trade customers, and advertising media facilitates and sometimes necessitates standardization of marketing programs.

In some industries, multinational customers force suppliers to standardize products, prices, and terms of sale. If a better deal is available in one country than another, it creates problems. In certain industries, trade and professional associations exert a pressure toward standardization similar to that exerted by multinational customers. Groups like engineers, chemists, computer programmers and many others hold conferences, publish journals, and exchange ideas and theories on international basis. Therefore the companies which are selling products to professionals and technical groups find it very useful to standardize their products and offerings. For example, IBM has standardized the services provided to customers, the duties and training of sales and service personnel, and even the

organization of branch offices on a worldwide basis. A major reason for this policy is the need to provide the same level of service to major customers such as international banks, in each of the several countries where they do business with IBM.

Improved planning and control is an advantage. Flows of people and information across national boundaries may affect global marketing in an effective way of improving planning and control.

Another argument for standardization in global marketing is that good marketing ideas and people are hard to find, so they should be used as widely as possible. Moreover, good ideas tend to be universal. This point of view is held especially strongly with regard to the "creative" aspects of advertising and promotional programs. Chairman of the Board and Chief Executive Officer of Grey Advertising Inc., Arthur C. Fatt states (Buzzell 1968): " A growing school of thought holds that even different peoples are basically the same, and that an international advertising campaign with a truly universal appeal can be effective in any market. If an adviser has a significant advertising idea at work in one country, not only may it be wasteful but often 'suicidal' to change this idea just for the sake of change".

As a conclusion it can be said that most companies have found real benefits in a global approach to marketing strategy. The gains have included reduced costs, improved planning and control, greater effectiveness in marketing and better marketing

performance, exploiting good universal ideas and consistency with customers. Global marketing allows a company to achieve the desired economies of scale in manufacturing, while adopting a skimming approach to its strategy; a skimming approach (a marketing strategy which is about entering the market first with a very high price and getting the highest profits till the competition comes to the market) to international markets with a global marketing strategy, allows a company to identify a clearly defined sector in many geographically different markets, and to design a product attuned to a specific need among customers in that sector.

#### 2.2.2. DISADVANTAGES OF GLOBALIZATION

Despite the advantages of standardization some observers emphasize the obvious dissimilarities between the markets of various countries, especially those for consumer goods, and argue in favor of using for internationally differentiated marketing program (Weismann, 1967). The disadvantages of global marketing approach (factors limiting standardization) can be summarized as follows.

Differences in the market characteristics among the different markets are among the disadvantages of global strategy. The market characteristics like physical environment, stage of economic and industrial development, and cultural factors are the limiting factors for standardization. Physical environment such like climate, topography, and resources are perhaps the most

permanent differences among national markets. Climate has an obvious effect on sales potential for many products, and may also require differences in packaging. Topography influences the density of the population, and may have an influence on distribution system.

Also, "product use conditions" like differences in the size and configuration of products are important. For example, European or Japanese kitchens are typically small by U.S. standards, and there is seldom any basement space available to apartment dwellers for laundry facilities.

Differences among the countries' stages of economic and industrial development also have an influence on marketing strategies (Buzzell, 1968). Because of the wide gaps in per capita income levels, many products or models which are regarded as inexpensive staples in the U.S. or Western Europe could be regarded as "luxuries" elsewhere. Therefore differences in income levels may suggest the desirability of systematic price variations. For industrial products, differences in economic development are reflected in variations in relative costs of capital and labor. Consumer shopping patterns and purchase quantity tend to vary with stages of economic development. In many underdeveloped countries there are many small retail stores and consumers tend to buy the products in smaller quantities whereas it is just the opposite in developed nations. Also, variations of wage levels in different countries may affect choices between personal selling and other forms of promotional

strategies.

The cultural factors are the intangible factors like the different market structure and behavior among the cultures and this is a disadvantage for the global marketing program since these can affect the marketing success or failure. Therefore, the cultural factors may cause problems when global strategy is applied because of the differences in awareness, perceived quality and such factors. Differences in the product life cycle of a product and the differences in stages of economic life make up the differences in industry conditions. The products require different marketing strategies for each different economic life stage.

Competitive practice is another industry condition which is related to the extent of competition in each national market. Differences in products, costs, prices, and promotional levels may permit or even require differences in the strategies used by a multinational company in various markets. Same argument goes for the different marketing institutions available in each country - including retail and wholesale outlets and advertising media and agencies since the multinational company's opportunities in each market depend on them. Different countries may require or permit very different practices in their legal programmes and in the areas of product design, competitive practices, pricing, employment, and advertising. Also, they may impose differing taxes and tariffs, and multinational companies often follow devious paths in the attempt to minimize the total cost effects. Differences in custom and legislative regulation



discourage some types of advertising and promotion.

Therefore, the company which decides to apply global strategy should consider the pros and cons of standardization in multinational programs and analyze the factors for each considered country. Also, global firm's decisions should be based on estimated overall revenues and costs. In addition, a company which has a strong, obvious differentiative advantage should consider globally if it owns something like an excellent product or promotional strategy that it can rely on.

It may be concluded that, the globalization strategy may have many advantages compared to other strategies mentioned above, and may be more suitable for today's gigantic multinational firms which give service all over the world, especially in some industries and countries. Also, it satisfies the needs of huge, global companies by providing profits at lowest costs. But also it has some disadvantages like differing market conditions such as various physical environments and different stages of economic and / or industrial development may have negative effects on globalization strategy.

### 2.3. CHARACTERISTICS OF SUCCESSFUL GLOBALIZATION: AN

#### ILLUSTRATION - JAPAN

Ten criteria, discussed below, are necessary for global companies in order to perform a successful global strategy

(Bolt, 1988).

Successful global firms perceive themselves as multinational, understand the perception's implications for their business, and are led by a management that competes worldwide (Hout, Porter and Rudden, 1982). They develop an integrated and innovative global strategy which creates a very tough and costly competition situation for the others. They implementing global strategies aggressively and effectively and backing it up with large investments is another success criteria of global firms. The successful global competitors not only invest heavily, but wait long periods of time before investments pay off (Porter, 1980).

Another key factor in the global competition is technological innovation. For success in international markets developing systems for tapping technology abroad is essential. In addition, successful global firms treat the world as if it is one large market instead of treating it as a sum of different countries and they sell standardized products in similar ways across the whole world.

For efficiency, global firms should develop an organizational structure that is well thought out, planned before and is unique. In addition, they should have information systems that supplies information about political changes abroad and the implications for their business.

Successful global firms recognize the need for international team management and act accordingly. Many

multinationals which have relatively good foreign representation, began the process by employing a foreign manager in the hierarchy of personnel. Global firms may give their outside directors an active role in their affairs if the firm. They should have effective managements.

The ten criteria stated above are the basic common points of successful global companies. Therefore, the company that wants to expand globally should take these factors into consideration.

Japanese firms are good examples of successful global marketers. The Japanese success and its reasons are summarized below.

Recently, as international market opportunities and global strategies has increased, the market share of U.S. corporations has been decreasing while Japanese firms' share has been growing. In particular, American cooperations have built their success largely on giving their customers exactly what they say they want. This philosophy has led many cooperations to overreact to different national and regional habits, trends, tastes, preferences, and needs (Bolt, 1988). Yet, this approach had driven the costs up and quality down (Phillips, Chang and Buzzell, 1988). On the other hand, most of the Japan's enormously increasing success in international markets has been due to their approach of stressing simplification and standardization. John F. Welch, Jr., the chairman of General Electric, comments that "the Japanese have discovered the one

great thing all markets have in common - an overwhelming desire for dependable, world-standard modernity in all things, at aggressively low prices" (Welch, 1983).

Also, most of the U.S. firms still concentrate on domestic selling rather than foreign marketing which leads to weak and poor allocation and usage of resources and marketing efforts. With the help of U.S. firms weaknesses in global area and the strategic elements which are going to be stated, Japan has been very successful in global marketing; it captured the leadership in world markets (Jatusripitak, Fahey and Kotler, 1985).

In general, Japanese firms followed one of the three types of global expansion paths:

**TYPE 1:** This path consists of moving from Japan to developing countries to developed countries. Examples are: steel, autos, consumer electronics, watches and cameras. These firms expanded their domestic shares by making products which replaced the ones imported from West. These firms were assisted and protected by the Japanese government with import restrictions, import duties, and foreign investment restrictions. Because of the barriers to entry, the foreign firms could not enter the market so Japanese firms gained most of the share. After capturing almost all of the domestic market, the Japanese firms choose their initial target markets to be the developing countries. With the marketing experience gained in developing countries, Japan achieved improvement in cost (reduction of cost) and improvement in product quality. After the improvement of cost and quality, it

started to shift its' emphasis from less developed countries to highly developed countries (first to Europe and then U.S.).

TYPE 2: This path is found in high-technology industries such as computers. In this strategy, the Japanese firms have targeted developed countries after they have secured their domestic markets. As time passed, the demand from less developed countries for Japanese firms' products started to increase so Japanese firms' began selling to these markets, also.

TYPE 3: This path is a very exceptional one and only very few Japanese companies followed this approach. It consists of targeting to the developed countries first, by the products which have very low demand in domestic market (like VTRs, color TV sets etc.). As demand started to grow in the domestic market, the Japanese firms started to serve this market also, and the developing countries followed this expansion.

With using one of the three strategies stated above (table 4) Japanese firms became very strong in global markets recently since they think an act as a global marketer, and they became the leader of world markets by overcoming U.S. firms.

#### 2.4. CONCLUSION

In this chapter, the characteristics of global marketing strategy, the advantages and disadvantages of globalization and the criteria for success are examined. Even though globalization

may provide many benefits to the firm, it also has handicaps. First of all, the success is dependent on special criteria. If the special conditions like similar market and industrial conditions, similar legal procedure and similar cultural and national characteristics cannot be obtained, the failure is possible. In addition, the success not only depends on the global firm's efficiency and effectiveness but it also depends on the factors like market and legal constraints which are totally independent from the firm's marketing efforts. Since the global firm has no affect on such factors, it is quite risky for a firm to adopt global strategy under these conditions, especially if the firm is not strong enough to overcome the effects of a possible failure. Finally, Japanese firms are shown as an example of success for globalization, and the reasons for the success which is thinking and acting globally and the different three types of paths the Japanese followed in their global strategies are examined.

The global marketers who think in favor of the strategy claim that a good product with successful marketing mixes can be successful everywhere, else with no adaptations in the marketing strategy applied. But this may not be the case, always since global strategy needs some special factors like company effort or the level of development and the cultural state in order to be successful. The products studied are all successful in their domestic countries but whereas some are successful in Turkey and some are not. The present study attempts to explore whether a successful product can be successful everywhere with one

unchanged strategy or there exists some factors which limit success of globalization. The study involves an investigation of four global products which are very successful in their home countries, in Turkey.



## CHAPTER III. COMPARATIVE ILLUSTRATION

### 3.1. ANALYSIS OF FOUR GLOBAL PRODUCTS

#### 3.1.1. TWO STUDIES: MARKETING STRATEGIES AND CONSUMER VIEWS - OVERVIEW

Four global products, namely Coca-Cola, Nes-Cafe, Corn-flakes by Kellogs and Peanut Butter by Planters were examined and a survey of consumers was conducted to assess the perceptions, benefits sought, opinions about the product characteristics and thoughts about the products. The aim of the study is to find out the perceived product characteristics, negative and positive associations about their attributes, liked and disliked properties of the attributes of the products and the reason why they are liked or disliked. In addition, aspects of the advertisements about these products that are liked and disliked are studied (appendix 3). Firms' marketing strategy information is obtained from the interviews done with the firms and the newspapers and magazines.

This study examines the status of the four products and their firms' approach to globalization. The four products stated above were selected for the study, since they are global products where two of them are successful in this strategy and the other two are not. The firms are selected due to ease of reach and the possibility to obtain data about their marketing strategies that are stated below and the information is obtained from the

interviews.

Since, the claim of global marketers is such: "if a firms' product is good and a national success then it will be a success worldwide without any need of adaptations and changes in any of the marketing mixes applied"; the study will indicate if this is really the situation since the all four products selected for the study are very successful products in their home country, United States. And if even one of them proves to be not so good / or successful product in the study, it may be an indication of an handicap of global strategy; it may be concluded that global strategy is not perfect as it is claimed and it has its pitfalls. The reason of the pitfalls of the strategy will be explored in the study.

### 3.1.2. MARKETING STRATEGIES OF THE FOUR FIRMS

This section deals with the marketing strategies of the global firms that are chosen for the study. The information about the firms' approach was obtained from the dealers of the products Coca-Cola and Nes-Cafe. Also, the four products' companies' handouts which contained information about the strategies and magazines about business were useful sources for gathering information.

Coca-Cola, one of the world's greatest and very successful global firms, uses high standardization in brand name, concentrate formula, product positioning, product design while

it uses partial standardization in pricing and packaging strategies. For distribution, sales promotion and customer service it uses partial adaption and no standardization. It takes the same approach in all countries. Also, in business functions: for R&D, finance and accounting and marketing it applies high standardization while for manufacturing and procurement it applies low standardization (Quelch and Hoff 1986, Gross and Peterson 1987). It has been operating in Turkey for more than 25 years.

Nestle is a global firm, but not "as global as" Coca-Cola, in the sense that it uses lesser amount of standardization when compared to Coca-Cola. It does not take all approach in all countries as Coca-Cola does, instead it varies its approach in different countries. Nestle, while marketing Nes-Cafe applies partial standardization for its' elements of product design, brand name and packaging. It uses partial adaption in product positioning, advertising theme and pricing while goes for full adaption in distribution, sales promotion and customer service. Its business functions are relatively less global, too; such that R&D and Finance & Accounting functions are partly standardized while the rest of the functions are fully or partly adapted (Quelch and Hoff 1986, Gross and Peterson 1987). Nes-Cafe has entered the market of Turkey in 1980 legally, with the application of free trade, but it had been used before than that for over 15 years.

Corn-Flakes by Kellogs' is a popular breakfast cereal

used, especially, in the States and partly in the West Europe. The company practices high standardization in brand name, formula, and product design. Also, product usage style and product positioning is standardized throughout the markets of the product. Pricing and packaging strategies are partly standardized such that the writings on the package of the product are translated to the marketer country's language. Pricing is also, adapted with slight changes. Sales promotion, communication, advertising and distribution is not standardized at all, since they allow flexible adaptations according to the cultural, regional and national characteristics of the market. Its business functions are not standardized, either and they take different approaches in the various markets the product is served. The product is new to the market and it has entered the market about four years ago.

Peanut Butter, food product of global company Planters, is a practical product with high protein content which is easy to use. It is a creamy product which can be used with bread and it is very popular in many countries, especially in the States. Planters applies high standardization for its product mix and its elements (like the formula, product usage, brand name, product design and product positioning). Its promotion, sales forces, distribution and communication applications are very similar to Corn-Flakes's with adaptations to the market's needs and preferences. For R&D, finance and accounting and marketing, it uses partial standardization mostly but when the legal constraints of the country served becomes very rigid, then the

firm applies adaption instead of standardization at low level. Just like Corn-Flakes, Peanut Butter is new in the market for the last four years.

If a company is able to sell its' product without any changes in its marketing strategy in all its markets and can overcome the negative effects of cultural, national, regional and other differences among the markets, then it is possible to conclude that the company is successful in its' global strategy. If the product is liked in each market, if the image and ad. is effective and the message could be perceived alike in all the markets then the promotion mix holds for globalization; promotion mix can be standardized.

### 3.2. PURPOSE AND OVERVIEW OF THE STUDY

The premise of the study is that strict globalization rules may not apply, everywhere. Study tries to explore why success of a product in one country (with a successful marketing strategy), not necessarily leads to a global success with the application of the same strategy in many markets. Purpose of the study is to show that a global firm who uses the same strategy in many countries, can achieve different levels of success or can fail in Turkey. Therefore the study analyzes the four global products that are very successful in their domestic countries and finds out why global strategy's claim seems to have held for two products and not for the other two in Turkey's conditions. The aim of the study is to figure out the perceived characteristics,

the factors that are liked and disliked about the product characteristics and advertising characteristics of the four products. Study deals especially, with the negative factors which are the factors respondents disliked. These negative factors stand against the global strategy's claim which may be summarized as: "a successful product with successful marketing strategy can be successful anywhere in the world without needing any changes and adaptations in the existing strategy. The aim of the study is to search if there exists any negative aspects of the variables used for the four global products which are very successful in their domestic markets. Since, they are very successful in their home countries, they should be successful everywhere else, as global strategy suggests and if not that should be due to some differences among the different markets. The major reasons for the inconsistency among the preferences in different markets could be due to cultural, regional, habitual, and national preferences. Another reason may be the different levels of the companies' marketing efforts since Coca-Cola and Nes-Cafe had been in the market longer than Peanut Butter and Corn-Flakes and they spend more for their marketing and advertisements.

Variables in the study are: i) perceived product characteristics which are important in the sense that they show how the products are perceived and which characteristics of the products are perceived to be important. ii) properties which are liked about the product, iii) properties which are disliked about the product. Disliked and liked factors about the characteristics are the vital elements for study, since they indicate the

acceptance or rejection of the products due to national and cultural habits. iv)properties in favor of the related product's advertisement, v)properties which are disliked about the related product's advertisement for each of the four products examined. Disliked and liked factors about advertising has the same purpose since it shows the positive and negative attitudes towards the advertisements and the underlying reasons.

## CHAPTER IV. METHODOLOGY AND RESULTS

### 4.1. FEATURES OF THE STUDY

#### 4.1.1. SAMPLE

The survey was conducted to describe the perceptions, benefits sought and opinions about the products stated above. The convenience sample consists of students at Bilkent University (65) and Hacettepe University Medical Centre (15). Sample size is 80 and the gender distribution is about equal proportions 47.5% of the respondents are female (38 people), whereas 52.5% of the respondents (42 people) are male. The age group of the respondents are as follows; 56.25% of the respondents were between 18-25 years old, whereas 30% and 13.75% were in the age brackets 25-35 and 35-55, respectively.

The sample is a convenience sample that was chosen from universities since they are people who are most open to new products. They are modern, they travel overseas for their job and they accept new and modern things more easily than the rest of the people in Turkey.

#### 4.1.2. METHODOLOGY

The exploratory study consisted of the interviews done with the distributors and managers of the related firms and interviews



with the owners of supermarkets and grocery shops. This part of the study dealt with the sellers whereas survey part of the study dealt with customers. The study about customers were done by distributing questionnaires, gathering and analyzing them. Each questionnaire consists of 12 open ended questions (appendix 3). The reason of this selection is to achieve freedom in respondents' answers and prevent probable deviations from the actual answer because the questions with multiple choice answers, sometimes tend to affect the ideas of the respondents. Since, the sincere and true feelings and ideas of the respondents were very important for the study and for a valid analysis, the respondents were encouraged to answer the questions with their own and true feelings.

The perceived product characteristics about the related products are stated at the first part of the questionnaire. The question, asked the respondent to state the most important product characteristics, according to himself/ herself. The part about the factors which are liked and disliked about the product followed the first part. The question was to state the factors the respondent likes and dislikes about the product and the reasons for it. The last part consisted of the factors which are in favor and not in favor of the advertisement of the related products and the respondent was asked to state each factor and the reason underlying. Also, an example of a print ad. was attached to each questionnaire and some other advertisement examples about the products were shown to the respondents by the researcher. This was done to increase the understanding and

rememberance of the related advertisements.

#### 4.1.3. PROCEDURE

The questions were constructed to be easy to understand and comprehend. Each questionnaire was administered personally and individually. The researcher was always available for help in a situation of misunderstanding or ambiguity.

Since the questionnaire was very long, it was cut into half such like each questionnaire distributed had questions about two products in it. The number of products were kept equal for the ease of analysis. Each questionnaire had questions about two products, therefore 40 people responded to two products and 40 responded to the other two products.

#### 4.2. THE ANALYSIS AND RESULTS

Responses given to open-ended questions were classified according to each characteristic like taste, color and expense, and coded, then the frequencies were calculated. Since the results showed no difference according to gender distribution (see graphs 6 and 7), the analysis was done without taking into consideration the different gender groups. The results of the perceived product characteristics for four products are shown in graph 1. The results for the product characteristics; liked and disliked factors are shown in graphs 2 and 3, respectively.

Graphs 4 and 5 show the results of the factors for advertising of the four products where graph 4 is about the factors that are liked and graph 5 is about the factors disliked.

Answers to the question "what are the most important product characteristics of the specified product" indicate that 75% of the respondents rated taste as the most important characteristic of Coca-Cola, whereas Nes-Cafe is also, very high in taste (64.9%) and color/smell (77.5%). For Peanut Butter and Corn-Flakes the most important characteristics are taste but the percent is quite low when compared to Coca-Cola and Nes-Cafe (37.5% and 27.6%, respectively). In addition, the other characteristics of the products are that they are practical (27.2% and 37.4%) and filling (45.6% and 30%) (graph 1a). For Coca-Cola and Nes-Cafe the important characteristics are their taste and color. The most common factors for Peanut Butter and Corn-Flakes are their characteristics of taste and being a filling and practical food. But the results for these two were not as high as the results of Coca-Cola and Nes-Cafe. In addition, it was found that there were almost no common characteristics for all of the variables, together. Graph 1b indicates the number of responds which mentioned any product characteristic for each product and the distribution of the answers among the products related. This graph shows the number of opinions since it shows the number of the characteristics mentioned. Therefore, it is related with awareness and interest each product has in the respondents minds. It is clear that Coca-Cola gets the highest attention from the respondents with

36.6% rate while Nes-Cafe takes the second place with the 31.7% of the respondents. This result indicates that the respondents either know these two products well and they are interested about the products or they have positive thoughts about these products. Results for Peanut Butter and Corn-Flakes are not very significant with the ratios of 18.3% and 13.5% assigned, respectively. When common characteristics of the products are taken into consideration, it is possible to conclude that Peanut Butter and Corn-Flakes have common perceived characteristics such as taste and color and Coca-Cola and Nes-Cafe have some common characteristics such as being unusual.

Graph 2a corresponds to the answers of the question "what product characteristics you like the most?". Taste was a well liked characteristic for Coca-Cola (50%) and Nes-Cafe (62.8%). Color and smell were the liked features of Nes-Cafe according to 37.5% of the respondents. 1/4th of the respondents stated that they liked the taste of Peanut Butter and Corn-Flakes and its characteristic of being practical and filling (numbers for Peanut Butter are 18%, 20%, 32.5% and for Corn-Flakes are 24.6%, 35%, and 22.5% of the respondents). Since Nes-Cafe was also found to be practical by 10% of the respondents, it indicates that practicality does not influence liking vs. disliking and success.

Graph 2b shows the number of the responds mentioning the variable 2; the number of respondents that stated the liked factors of the products. Nes-Cafe has 40.4% of the opinions

listed for all four products. Coca-Cola is the second product with 32.2% rating of the respondents, whereas Corn-Flakes only had 15.8% rating. Opinions about the product is Peanut Butter were less than the others since only 11.6% of the respondents rated for it. This graph indicates that either Peanut Butter and Corn-Flakes are not well known or people have no positive thoughts about their characteristics since the respondents had fewer opinions about these two products when compared to the other two.

Graph 3 indicates the data of the answer of the question "what are the product characteristics you dislike?" (about the products examined). From graph 3a, it is obvious that Coca-Cola and Nes-Cafe are found unhealthy by 38% of the respondents and Nes-Cafe was found very expensive by 45% of the respondents. The stunning factor is that 38% of the respondents stated that they disliked the taste of the Peanut Butter whereas 28% found it unusual and weird kind of product. In the States, this is not the case at all since most of the customers like the taste of it and it is not an unusual product at all. In fact, it is a very common product which is not used for only breakfast but for other meal times. From this point of view, it is probable to conclude that cultural differences play an important role in preferences as it is obvious from the answers of the respondents. Same goes for Corn-Flakes, since about 20% of the respondents found it an unusual and unhealthy product which has an awful taste.

Actually 17% of the respondents had not tasted Peanut

Butter and 19% of the respondents knew nothing about Corn-Flakes. They found it very unusual and weird looking and did not buy the product even for a trial. 52.25% of the respondents stated that they did not like the product Peanut Butter and its' taste. 40% of the respondents did not like Corn-Flakes; found it unusual and stated that they preferred traditional breakfast. When graphs 2 and 3 are observed, the results imply that liking the taste associates with successful products whereas the products which are not successful are found to be unusual. Therefore, weird and unusual products are failure and these characteristics of the products are realized as negative attributes of the products.

Graph 3b indicates that Peanut Butter had 48.8% of the negative opinions.

Graph 4 indicates the answers about the advertisements; it supplies information about the advertising characteristics which had favorably perceived aspects. It does not analyze the effects of a particular ad. but overall impression about the related products advertisements. It consists of all the advertisement efforts of the firms, including press and T.V. media. This graph corresponds to the answers of the question "What are the advertising characteristics you liked the most?". In Coca-Cola ad., it is obvious that the music (48%), models (37.5%), and scenery (7,5%) are perceived to be attractive. Actually 15% of the respondents explicitly stated that it was an attractive ad. In addition, Nes-Cafe's ad. was rated very positively, since 30% of the respondents liked the music and 22.5% stated that it was an attractive ad. Nes-Cafe's ad. was found to have a good use

of scenery and models. The significant factor about the Peanut Butter ad. is that it supplies useful information about the product and that is about the only good point of its' ad.

Graph 4b indicates the number of respondents that answered variable 4 which is about well liked ad factors about the products. Coca-Cola has the highest score with 57.8% rate. The second highest ad. is Nes-caffe's which is preferred to other two by 36.1% of the respondents. Peanut Butter's ad. is not very significant since only 6% of the respondents rated for it. Data about Corn-Flakes is not applicable, since the firm does not use much promotion (non advertising) in Turkey (when the study was done).

Graph 5 consists of the disliked factors about the products' ads. Disliked ad. characteristics are that they were found to be artificial, boring, too long, exaggerated and dishonest. For example Peanut Butter's ad. was found very boring by 27.5% of the respondents. The same ad. was found artificial, exaggerated, too long by about 8% of the sample. Nes-Cafe's was found to be too foreign and exaggerated by 10% of the respondents, whereas Coca-Cola's ad. was found to be exaggerated and artificial by 15% of the sample size. Also, 5% of the respondents found the same ad. too foreign and dishonest.

Graph 5b indicates that Nes-Cafe's ad. had the most negative opinions about ad. since 57.9% of the respondents stated that they actually disliked the ad. 26.35% of the respondents

associated negative factors with Coca-Cola's ad. whereas 15.8% had the same approach for Peanut Butter's ad.



## CHAPTER V. CONCLUSION AND GENERAL DISCUSSION

In the study, four global and very successful products in their domestic countries are chosen. Graphs 2 and 3 indicate that both failure products were found unusual. Also, the same graphs indicate that the high price of a product is not a reason for a products success since both Nes-Cafe and Corn-Flakes were found very expensive. Same argument holds for the health aspect since both successful products were found unhealthy but this characteristic of the products could not keep them from being successful. Taste is important in preferences though, and the successful products are liked mostly because of the reason that the respondents liked the taste of both of them whereas the unsuccessful products' taste was disliked. From the analysis, the reason for failure seems that the failure products are weird, unusual to the market and they have bad taste. In addition, one product's ad. was disliked and the other had no advertisement. Also, they had no awareness since the people did not respond much to these products in graphs 1 and 2. By observing the analysis and all of the graphs related to the results, it is possible to conclude that the two products are successful in Bilkent and Hacettepe, namely Coca-Cola and Nes-Cafe, whereas the other two were failures. The reason for this may be more than one. One reason may be that they are new products in the market and they need time for customers to get used to products. The other reason may be that they have very opposing characteristics to

Turkey's cultural and traditional habits. In addition, since the four firm's marketing efforts differ in Turkey, that may also effect the success.

Since both factors may effect the products' acception in Turkey's markets, it may be concluded that it is not enough for a product to be a global success just because it is a very successfull product in its' home country. Global success not only depends on very efficient and effective marketing mixes but also depends on the adaptibility and suitability of the market country's traditional, habitual and cultural characteristics. The study indicates that a two well known breakfast foods in U.S. (Corn-Flakes and Peanut Butter) could not show the same success in Turkey because their taste was not liked and they were found unusual; most of the respondents stated that they preferred their habit of traditional breakfast. Even though the respondents were chosen from the most modern part of the culture who like trying new products they stated that they preferred their traditional habits. Because of this reason the cons of globalization should be taken into consideration very detailly when a company decides to market internationally or even globally; otherwise a failure could be very probable and the losses would be due to insufficient and inefficient research and planning about the foreign markets' characteristics.

For ad. characteristics it was found that music, aliveness, scenery and the models used for Coca-Cola and Nes-Cafe's ads were liked a lot. Peanut Butter's ad. was liked just because it supplied useful information about the product. From this part,

any cultural and national differences could not be traced since it only dealt with positive parts of the ad. The last question, which was about disliked factors about the ads was more useful, since it showed that 1/4th of the respondents did not like the ad. because they found it boring, artificial and exaggerated. From analyzing the ad. characteristics, it can be concluded that music and lively scenes carry over cultures and at least in these ad. characteristics standardization seems efficient and effective. Since there are some complaint about artificiality. dishonesty and exaggerated and foreign advertisements which may be due to differences in perceptions, culture, and way of life, these points should be taken into consideration while standardizing advertisements of global products.

The global strategy claims that the products which are very successfull in one country, are bound to be successful in other market countries but the current study indicates that this may not need to be the case always.

There were some limitations of the study, though. First, was the sample restriction; if the study could be conducted in different cities, it would be more benefical. The best would be applying the study in different countries which would enable to compare the results of diffent nations, cultures and habits. Sample size was from very high class group that had no financial restrictions; if the study was conducted among low class group also, price could became an important barrier for success which was not considered as an important factor in the study. In addition, the studied products' firms' marketing efforts were not

equal which effected products success. If the company efforts of the firms could be kept constant, more reliable results could be obtained.

#### REFERENCES:

1. Bolt James F., "Global Competitors," Business Horizons, Jan.-Feb. 1988, p.34-41.
2. Buzzell Robert D., "Can You Standardize Multinational Marketing," Harvard Business Review, Vol.46, No.6, Nov.-Dec. 1968.
3. Elinder Erik, "How International Can European Advertising Be?," Journal of Marketing, Vol.29, No.2 (April) 1965, P.7-11.
4. Farley L. J., "Global Approach Seeks Similarities in Markets," Marketing News, 1985.
5. Gross Charles and Peterson Robin, Marketing: Concepts and Decision Making, 1987.
6. Jatusripitak Somkid, Fahey Liam and Kotler Philip, "Strategic Global Marketing," Columbia Journal of World Business, Spring 1985, p.47-50.
7. Johnson Samuel and Thomson Richard, "Active Role for Outside Directors of Foreign Subsidiaries," Harvard Business Review, September - October 1974, p.14.
8. Hamel Gray and Prahalad C. K., "Do You Really Have a Global Strategy?," Harvard Business Review, July - August 1985, p.139-148.
9. Heller Norman, "How Pepsi-Cola Does It In 110 Countries?," New Ideas For Successful Marketing, 1966.
10. Hout Thomas, Porter Michael and Rudden Eileen, "How Global Companies Win Out?," Harvard Business Review, Sep.-Oct. 1982, P. 103.
11. Huszagh Sandra, Fox C. Richard and Day Ellen, "Global Marketing," Columbia Journal of World Business, Twentieth Anniversary Issue, p. 31-43.
12. Kaynak Erdener, "Global marketing: theory and practice," Journal of Global Marketing, 1987, p:15-27.
13. Levitt Theodore, "The Globalization of Markets," Harvard Business Review, May-June 1983, P.92-102.
14. Mathei H., "How to Sell the Global Village?," Campaign, Aug.29, 1975, p.17-19.
15. Mesdag Van Martin, "The Frontiers of Choice," Marketing,

1985.

16. Phillips Lynn, Chang Dae and Buzzell Robert, "Product Quality: Cost Production and Business Performance," Harvard Business School Working Paper No. 83-13, 1988.
17. Quelch John A. and Hoff Edward J., "Customizing Global Marketing," Harvard Business Review, May- June 1986, p.59-65.
18. Ronstadt Robert and Kramer Robert, "Getting the Most Out of Innovation Abroad," Harvard Business Review, March - April 1982, p.94-99.
19. Sorenson Z. Ralph and Wiechmann E. Ulrich, "How Multinationals View Marketing Standardization," Harvard Business Review, May-June 1975, p.38-56.
20. Thackray John, "Much Ado About Global Marketing," Across The Board, April 1985, p.9-10.
21. Weismann George, "International Expansion," Plotting Marketing Strategy, 1967, p. 197.
22. Welch F. John, Jr., Speech to the Foreign Policy Association, New York City, Nov.28, 1983.
23. Wolfe John, "Global Menu Not Very Tasty to Food Expects," Advertising Age, Dec.17 1984, p.32.

A P P E N D I X I

T A B L E S

T A B L E 1

FIRM ORGANIZATIONAL PROCESS TO WORLD BRANDS

STAGE OF PROGRESS	FIRST	SECOND	THIRD	FOURTH	FIFTH
	DOMESTIC MARKETER	EXPORT MARKETER	MULTINATIONAL MARKETER	PAN -REGIONAL MARKETER	GLOBAL MARKETER
	Company operates in its own country	Company starts to export	Company opens marketing companies overseas with their own manufacturing	Company coordinates marketing & production across different countries	Company centralizes production, distribution and marketing by continents
STRATEGY	HOME COUNTRY ORIENTATION	STRAIGHT EXTENSION	LOCALIZED	MODULAR	GLOBAL
	Home markets	Close markets	Emergent markets	Accelerating global markets	Competitive global markets

Table 1: Different stage the international firms proceed through in their globalization strategies

Source: Erdener Kaynak, Journal of Global Marketing, 1987  
 "Global marketing:theory and practice", Vol.1, N.1 1/2 p.19n



T A B L E 2

DIFFERENT MARKETING STRATEGIES

FIRST STRATEGY	<p>MULTIDOMESTIC Decentralized Differentiated(Polycentric)</p> <p>LOCALIZED MARKETING Diversity of response patterns Heterogeneity of needs Products with varying appeals Looks for differences Market heterogeneity Capitalizes on consumer satisfaction</p>
SECOND STRATEGY	<p>SUB-GLOBAL Thinking globally and acting locally(regiocentric)</p> <p>MODULAR MARKETING Insures international brand consistency</p>
THIRD STRATEGY	<p>MONOLITH Centralized Standardized</p> <p>GLOBAL MARKETING Uniformity of response patterns Homogeneity of needs Harmonized consumer needs and attitudes Looks for similarities Products have universal appeal Capitalizes on competitive advantage Market homogeneity Common brand name, packaging and communications</p>

Table 2: Different global marketing strategies with different characteristics

Source: Erdener Kaynak, Journal of Global Marketing  
"Global marketing: theory and practice", Vol.1, N. 1/2, 1987, P.1

T A B L E 3

COMPANY ECONOMIC PROCESS TO WORLD BRANDS

PRESSURE OF COST INFLATION IN STATIC/ DOMESTIC FOREIGN MARKETS	NEED TO BE LOW COST PRODUCER AND MARKETER TO WIN HIGHER MARKET SHARE	COMPANY SEARCH FOR MORE EFFICIENT BUSINESS STRUCTURE	CREATION OF ECONOMIES OF SCALE	DEVELOPMENT OF WORLD MARKETS
>>>>>		>>>>>	>>>>>	
>>>>>	>>>>>	>>>>>	>>>>>	

Table 3: Stages of a company in its economic scale through globalization

Source: The New York Times , 1984,  
 "The Opportunity of World Brands",  
 Taken from Erdener Kaynak, Journal of Global Marketing,  
 "Global marketing: theory and practice" Vol1. 1987 p.25.

T A B L E 4  
THE JAPANESE GLOBAL EXPANSION PATH

TYPE 1

JAPAN >>>>>> DEVELOPING COUNTRIES >>>>>> DEVELOPED COUNTRIES

TYPE 2

JAPAN >>>>>> DEVELOPED COUNTRIES >>>>>> DEVELOPING COUNTRIES

TYPE 3

DEVELOPED COUNTRIES >>>>> JAPAN'S MARKETS >>>>> DEVELOPING  
AS TARGETED MARKETS COUNTRIES

Table 4: Three different paths the international Japanese firms follow in global strategy

Source: Kotler Philip, Columbia Journal of World Business  
"Strategic global marketing", 1985 p.47-49

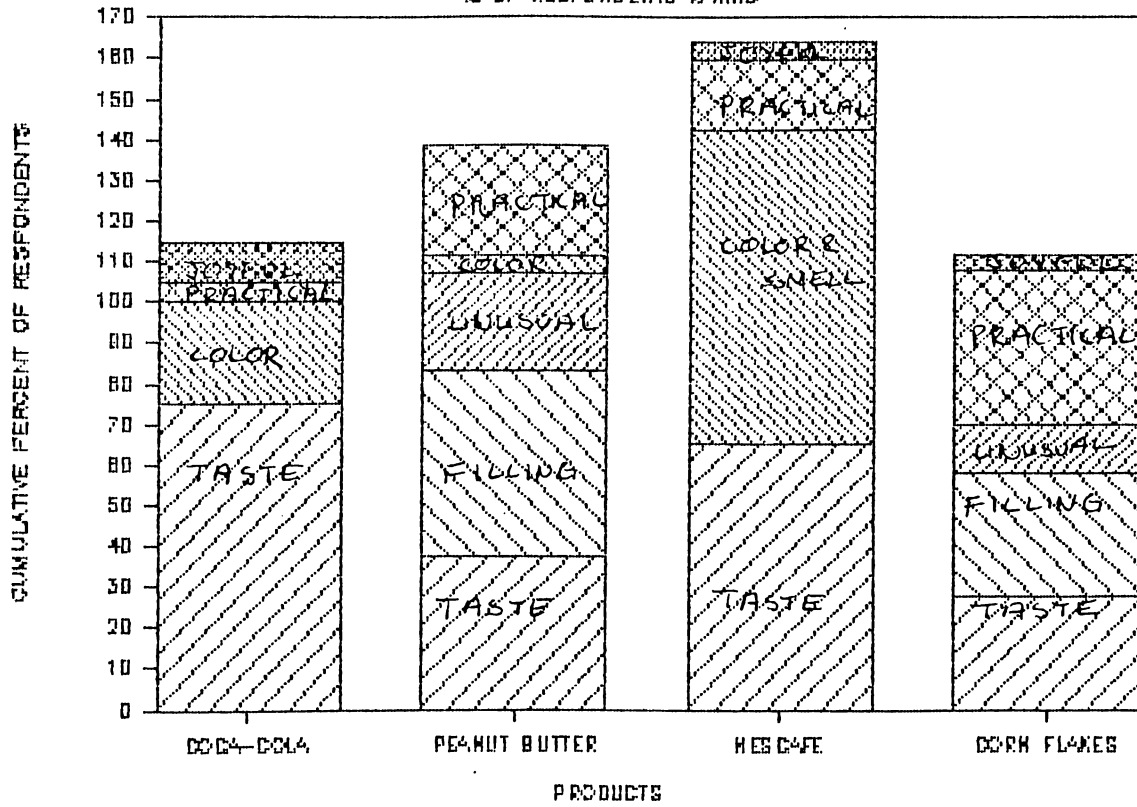
A P P E N D I X 2

G R A P H S R E L A T E D T O

T H E S T U D Y

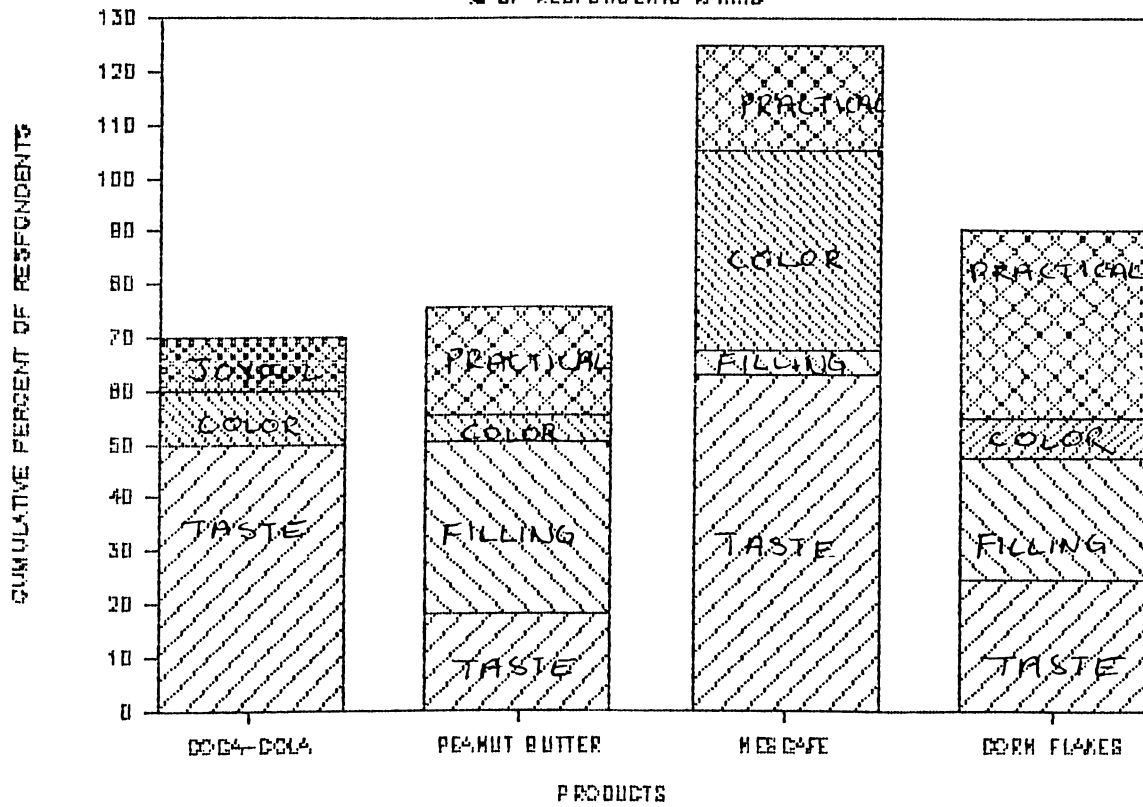
# GRAPH 1A \ PRODUCT CHARACTERISTICS

% OF RESPONDENTS RATING



Graph 1A: Percent of the respondents answering to the question about the most important characteristics about each product.

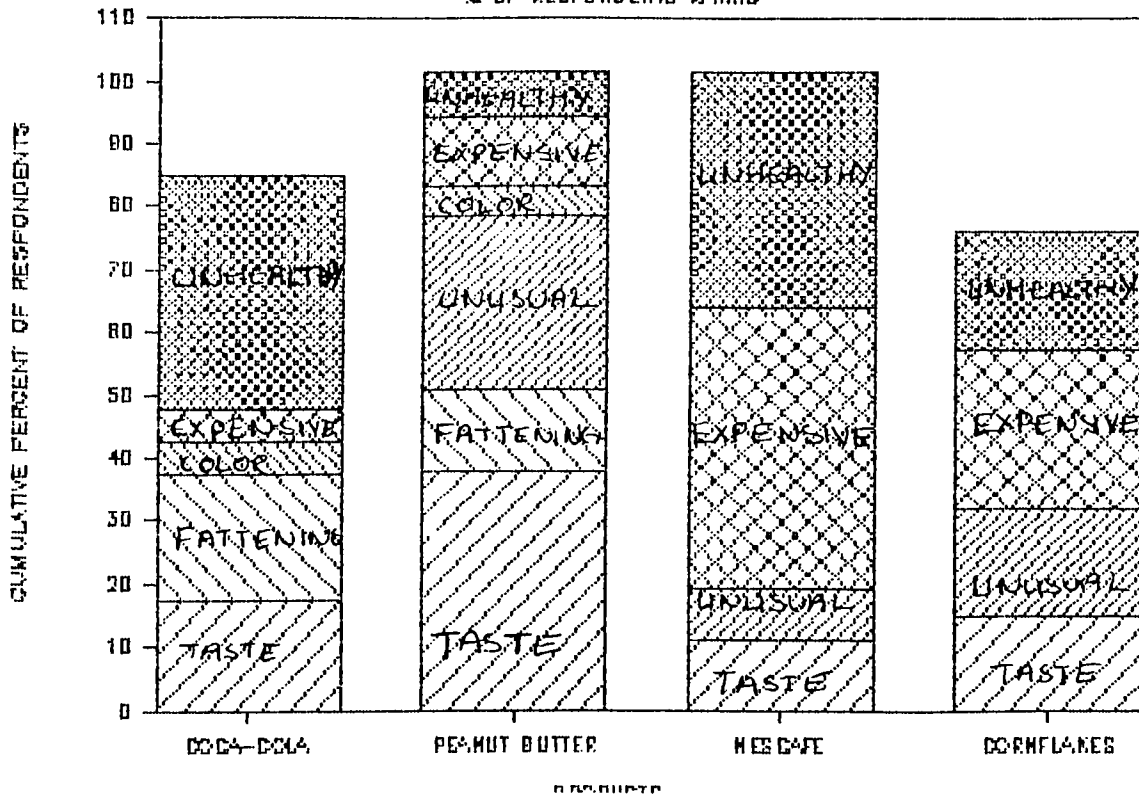
GRAPH 2A \ LIKED FACTORS  
 % OF RESPONDENTS RATING



Graph 2A: Percent of the respondents answering to the question about the liked factors of each products' characteristics.

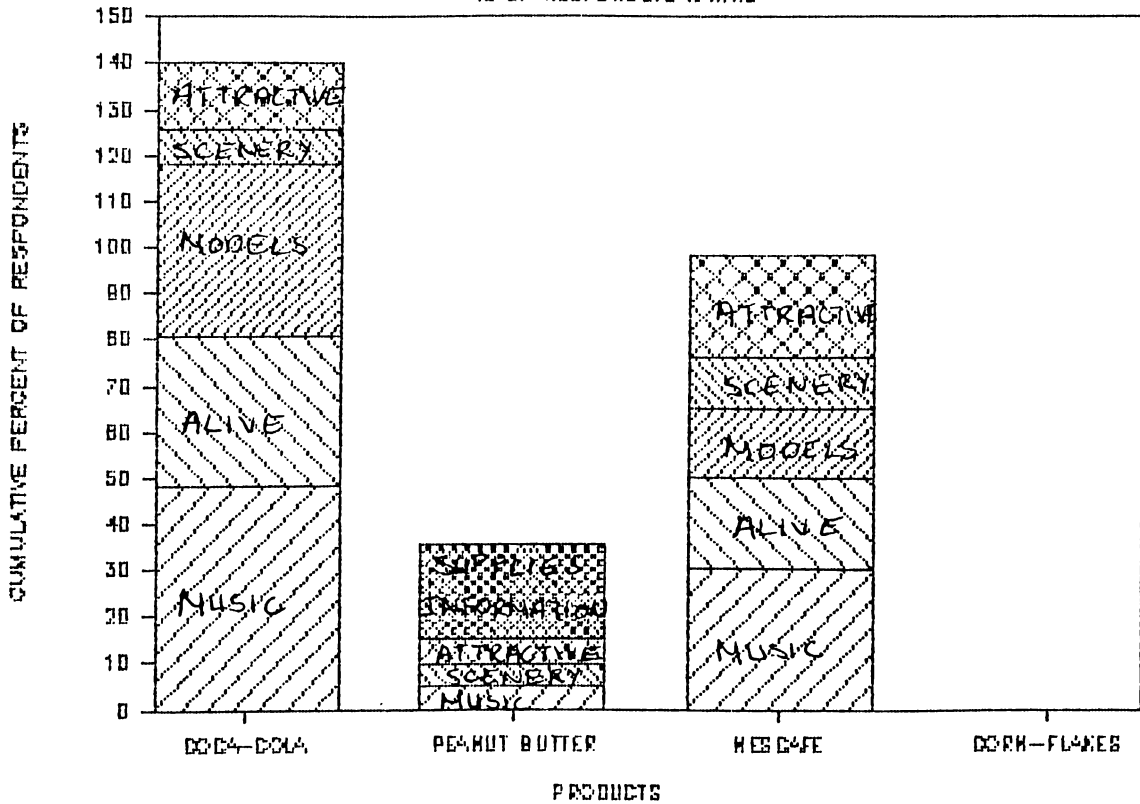
### GRAPH 3A \ DISLIKED FACTORS

% OF RESPONDENTS RATING



Graph 3A: Percent of the respondents answering to the question about the disliked factors of each products' characteristics.

GRAPH 4A \ LIKED AD. CHARACTERISTICS  
 % OF RESPONDENTS RATING

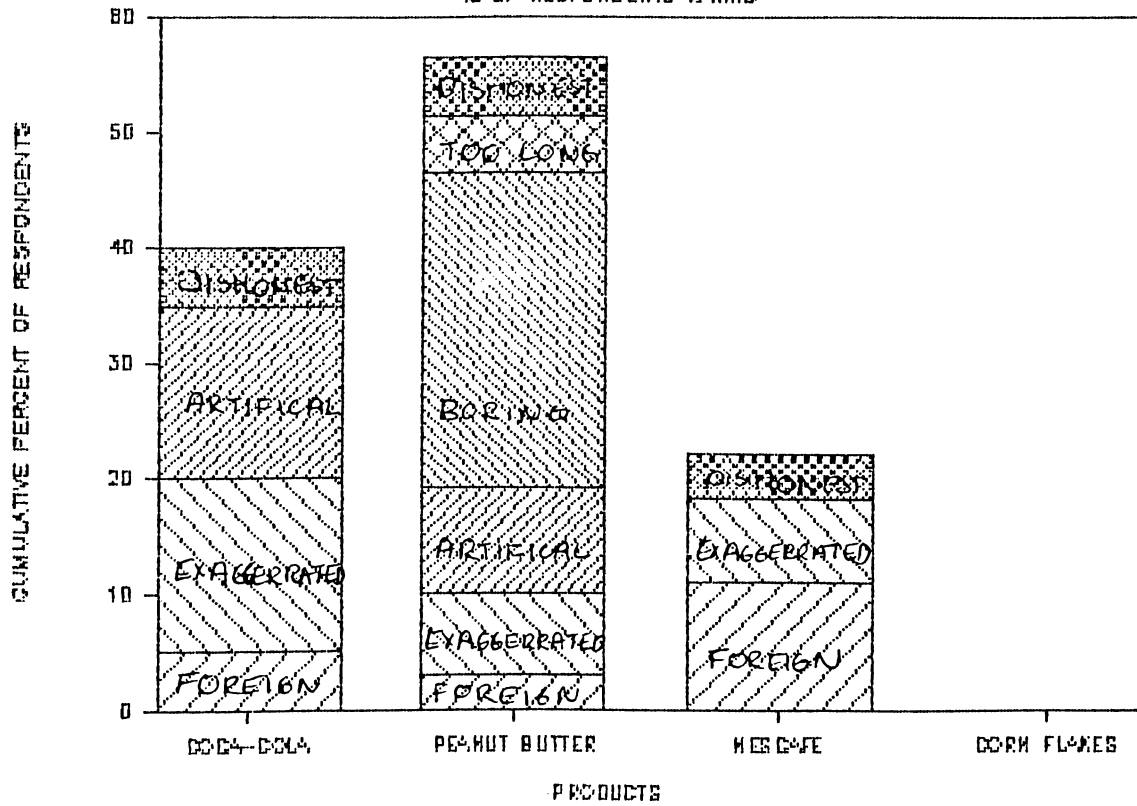


Graph 4A: Percent of the respondents answering to the question about the liked factors about each products' advertisements.



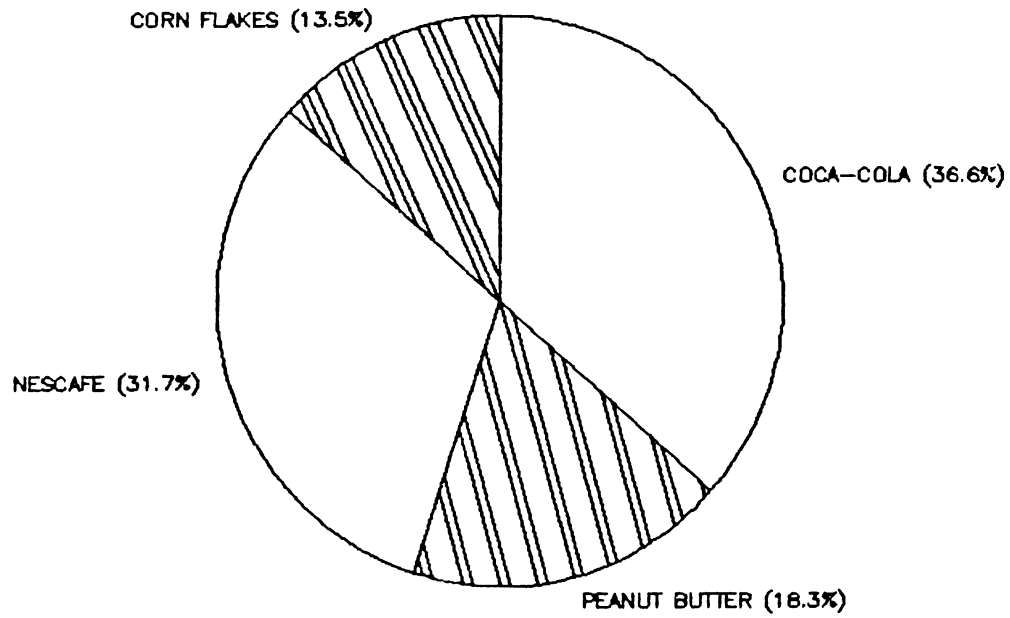
# GRAPH 5A \ DISLIKED AD. CHARACTERISTICS

% OF RESPONDENTS RATING



Graph 5A: Percent of the respondents answering to the question about disliked factors about each products' advertisements.

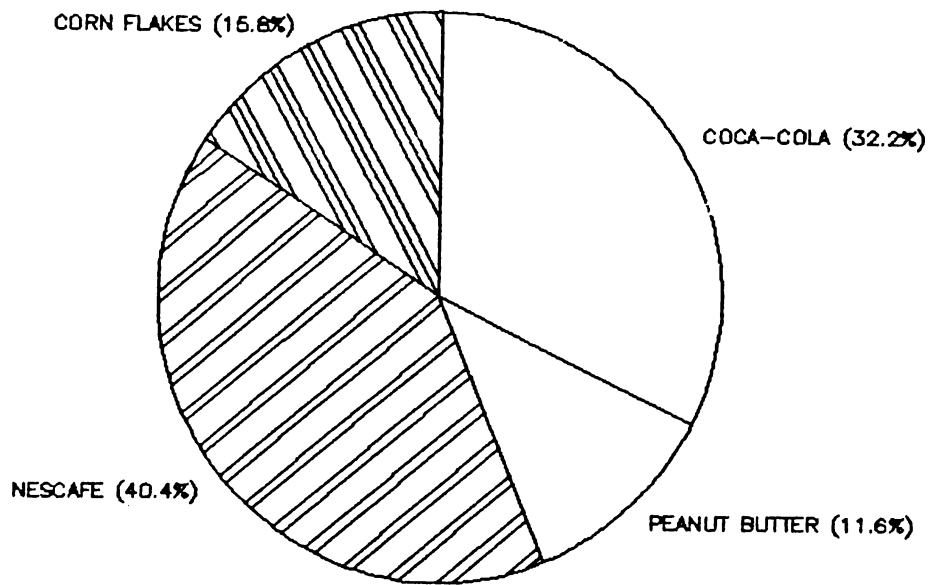
GRAPH 1B \ PRODUCT CHARACTERISTICS  
# OF OPINIONS ABOUT THE VARIABLE



Graph 1B: Number of the respondents mentioning a product characteristic; number of responds that stated any characteristics of products.

### GRAPH 2B\ LIKED FACTORS

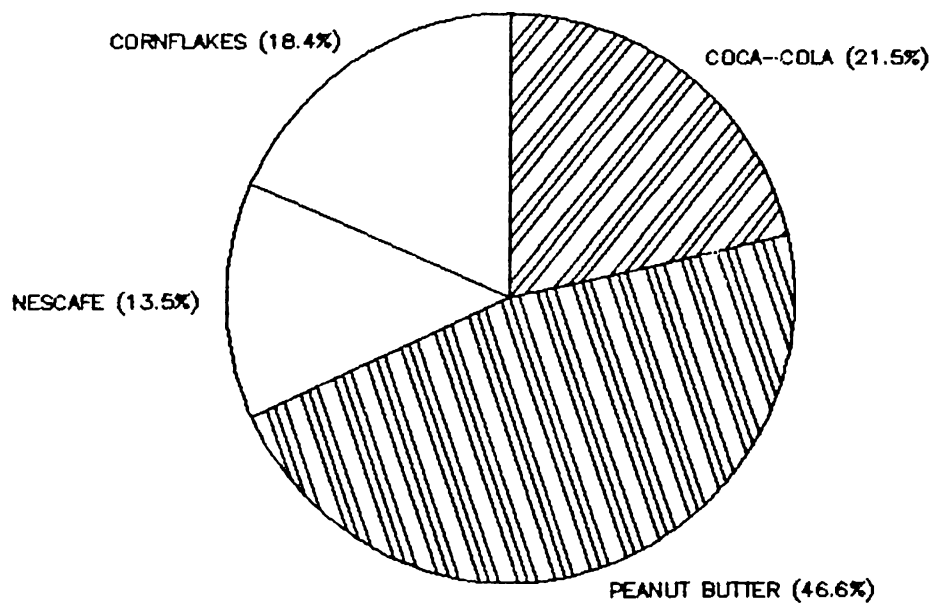
# OF OPINIONS FOR VARIABLE



Graph 2B: Number of the respondents mentioning a liked factor about products; number of responds that stated the liked factors of the products.

### GRAPH 3B \ DISLIKED FACTORS

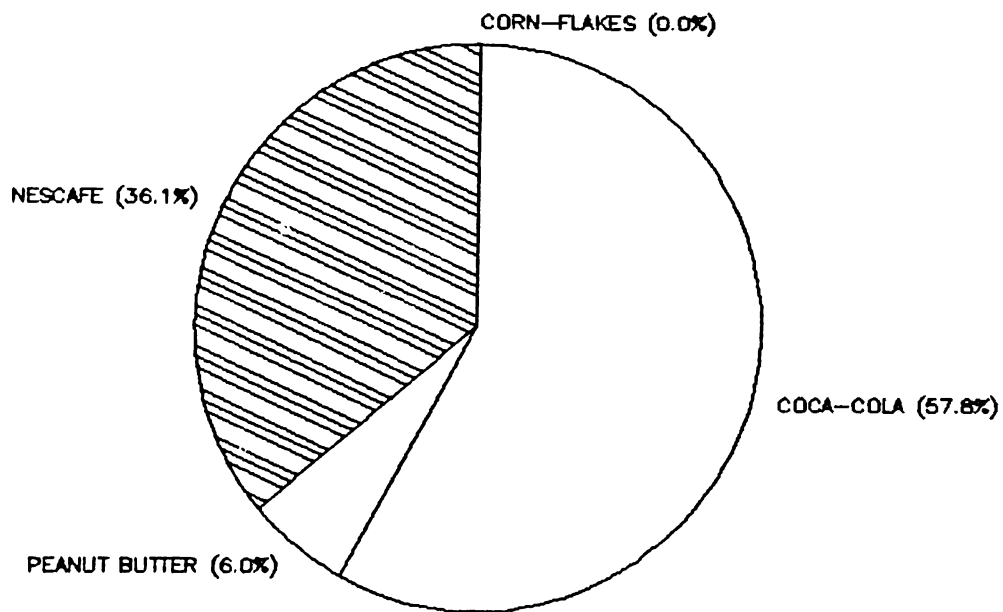
# OF OPINIONS FOR THE VARIABLE



Graph 3B: Number of the respondents mentioning a disliked factor about products; number of responds that stated the disliked factors of the products.

GRAPH 4B \ LIKED AD. CHARACTERISTICS

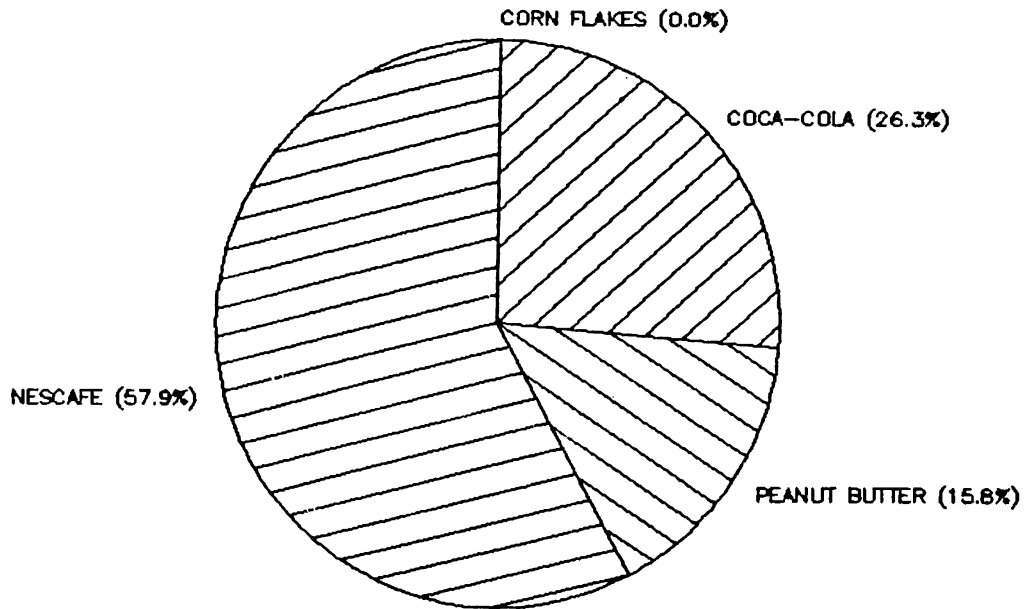
# OF OPINIONS FOR THE VARIABLE



Graph 4B: Number of the respondents mentioning a liked factor about products' ad.; number of responds that stated the liked factors of the products' advertisements.

### GRAPH 5B \ DISLIKED AD. CHARACTERISTICS

# OF OPINIONS FOR THE VARIABLE



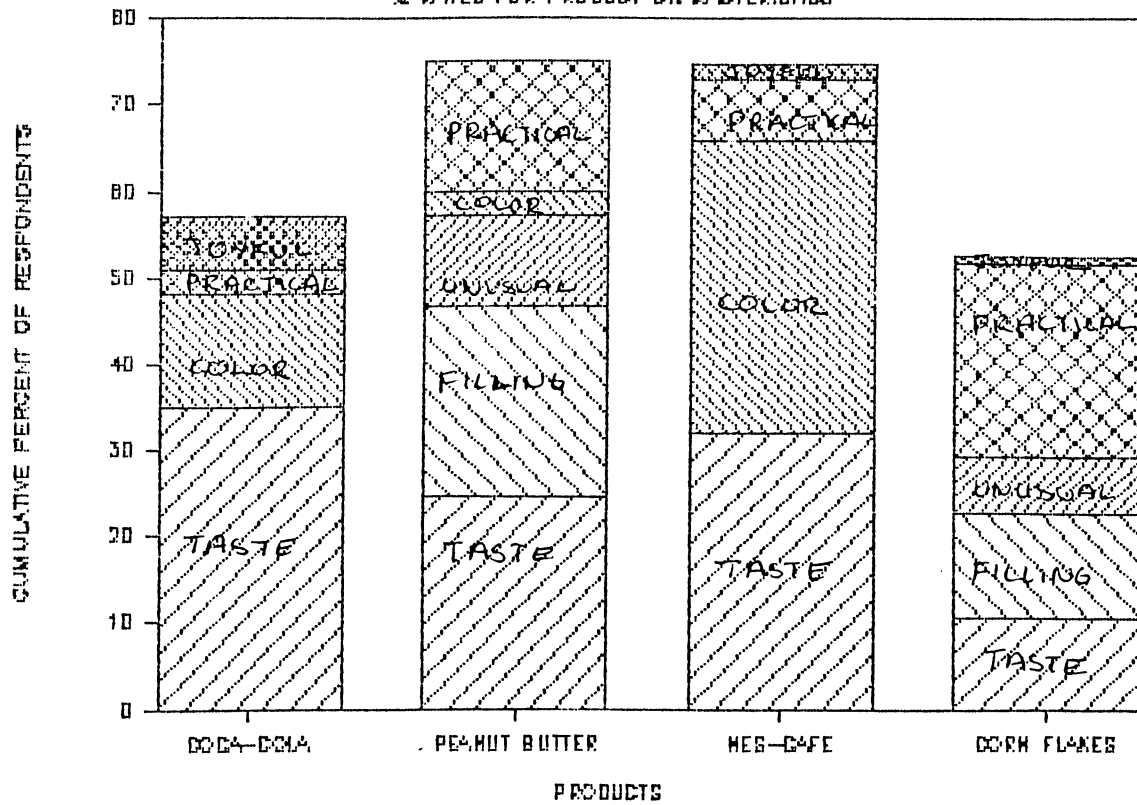
Graph 5B: Number of the respondents mentioning a disliked factor about products' ad.; number of responds that stated the disliked factors of the products' advertisements.

A P P E N D I X 3

G R A P H S A B O U T G E N D E R

D I S T R I B U T I O N

GRAPH 6 \ FEMALE RESPONDENTS  
 % RATED FOR PRODUCT CHARACTERISTICS

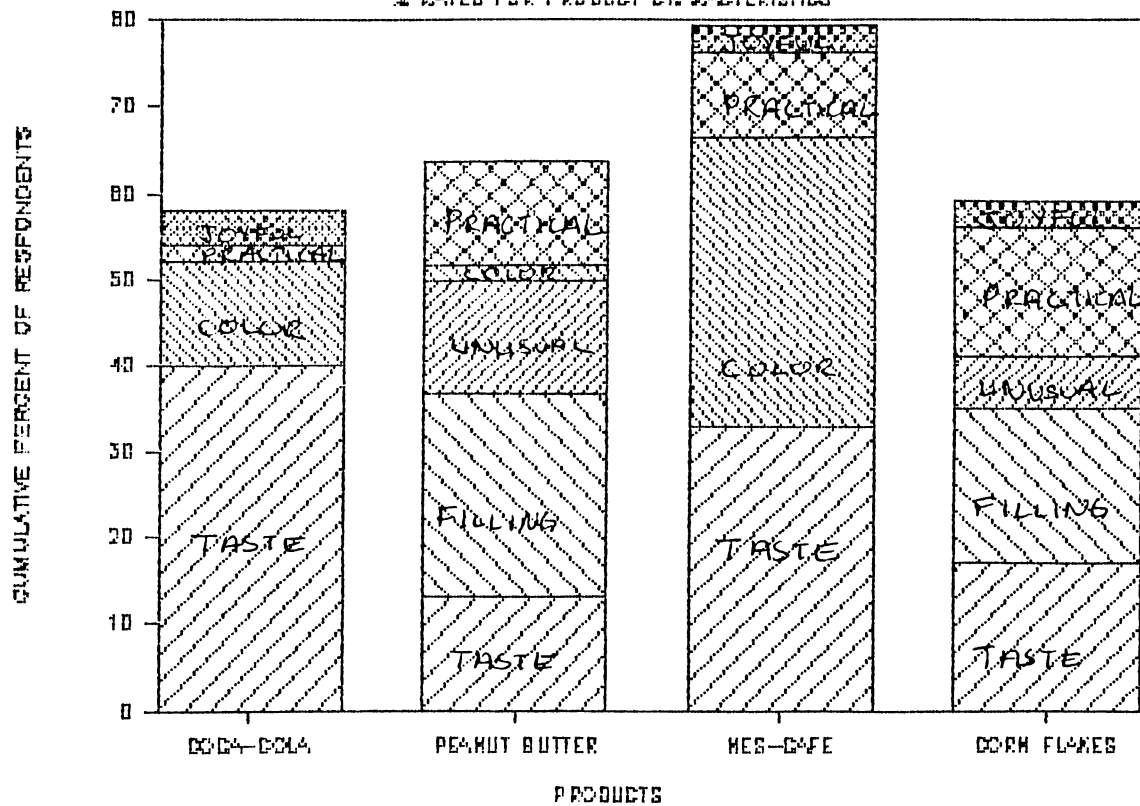


Graph 6: Percent of the female respondents answering to the question about the most important characteristics about each product.



## GRAPH 6 \ MALE RESPONDENTS

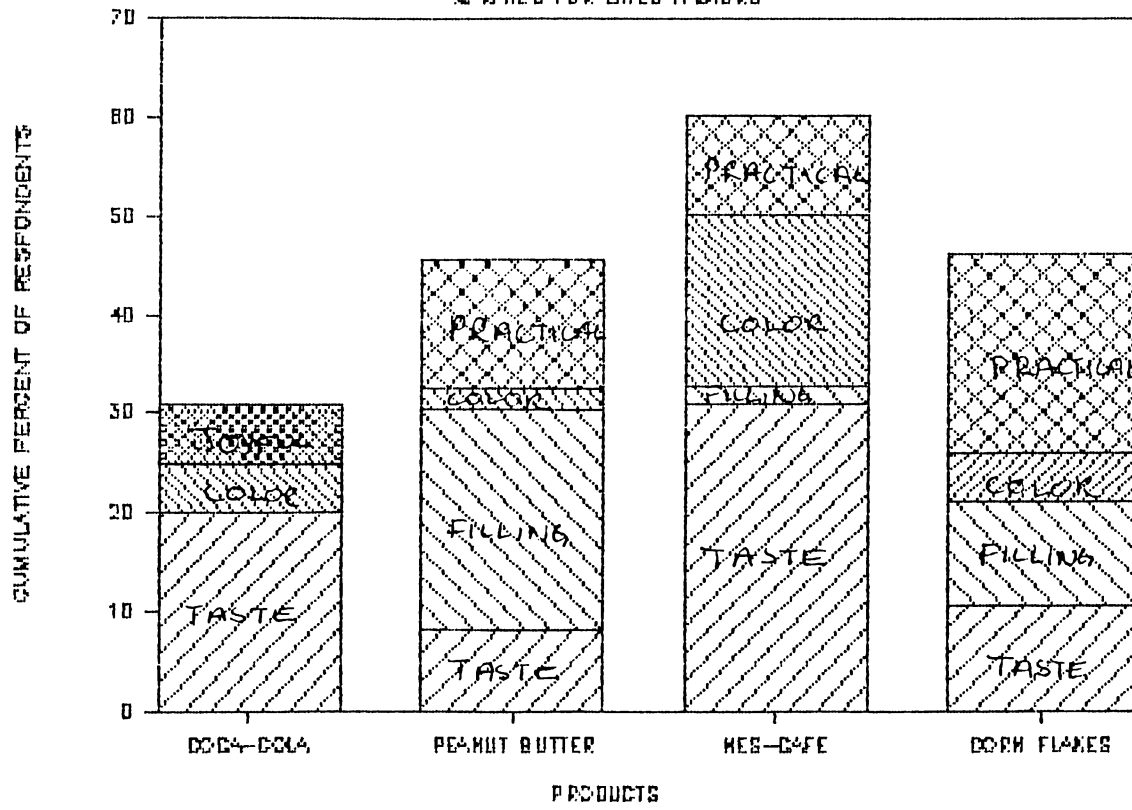
% RATED FOR PRODUCT CHARACTERISTICS



Graph 6: Percent of the male respondents answering to the question about the most important characteristics about each product.

# GRAPH 7 \ FEMALE RESPONDENTS

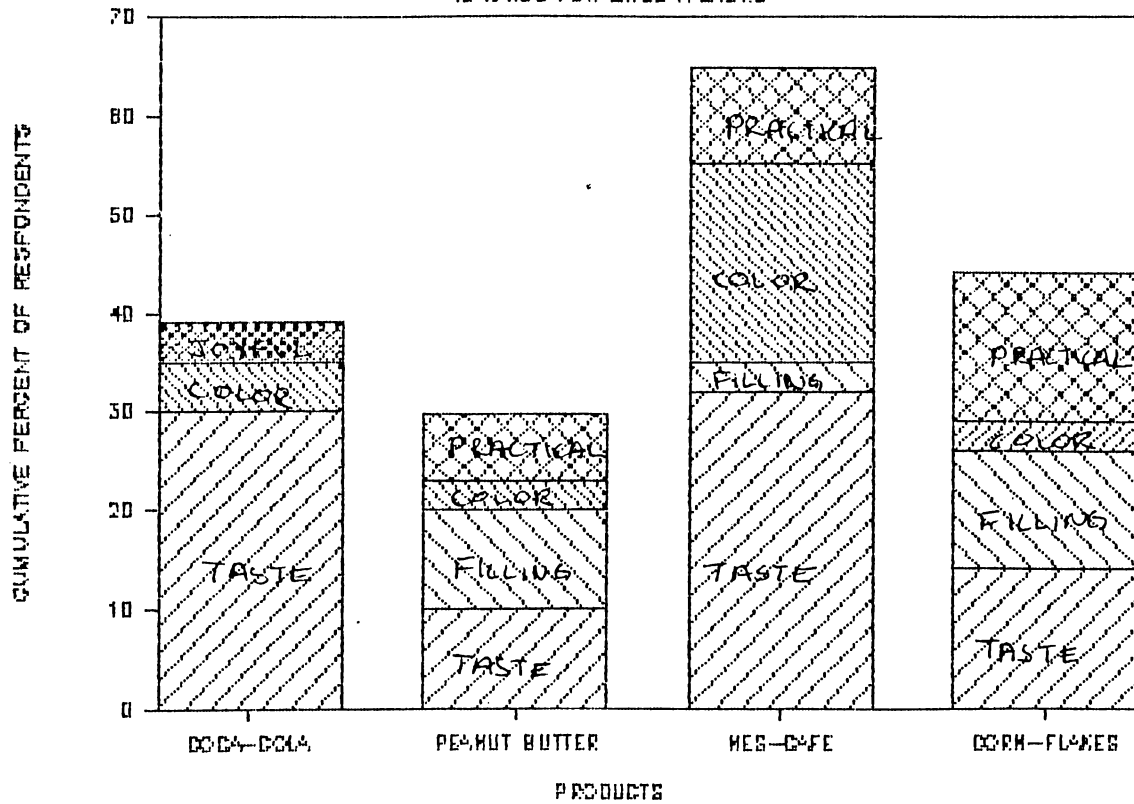
% RATED FOR LIKED FACTORS



Graph 7: Percent of the female respondents answering to the question about the liked factors of each products' characteristics.

## GRAPH 7 \ MALE RESPONDENTS

% RATED FOR LIKED FACTORS



Graph 7: Percent of the male respondents answering to the question about the liked factors of each products' characteristics.

A P P E N D I X 4

Q U E S T I O N N A I R E   A N D   S O M E  
C O M M E R C I A L S

Bu anket bazı ürünler hakkında görüşleri belirlemek üzere yapılmaktadır. Bilgiler sadece araştırma amacı ile ve istatistik elde etmek için kullanılacaktır.

Düşünerek ve atlamadan vereceğiniz yanıtlar araştırmanın güvenilirliği açısından önemlidir. Ayrıca doğru veya yanlış cevap yoktur. Bu yüzden lütfen bütün soruları samimi olarak cevaplayınız.

Cevaplarınız ve kimliğiniz kesinlikle gizli kalacak ve cevaplar toplu olarak değerlendirilecektir.

Bu anketi doldurarak araştırmamıza yardımcı olduğunuz için şimdiden teşekkür ederiz.

1.Yaş \_\_\_\_\_

2.Cinsiyet kız [ ] erkek [ ]

3.NES -CAFE ' nin sizce en önemli özellikleri nelerdir?  
(Bir ürünün özellikleri ona ait olan görünülür, algılanır veya hissedilir bir takım faktörlerdir, elle tutulur veya tutulmaz özelliklerdir ; örneğin hamburgerin özellikleri onun tadı , kokusu , rengi ,şekli vs. olabilir.)

---

---

---

---

---

---

4.NES -CAFE ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

---

---

5. NES - CAFE reklamının hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

6. PLANTERS, KREM FISTIK (peanut butter), ürününün sizce en önemli özellikleri nelerdir?

---

---

---

---

7. KREM FISTIK ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

---

---

---

---

---

Nedenleri:

---

---

---

---

---

8. KREM FISTIK reklamının hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

---

---

---

---

---

Nedenleri:

---

---

---

---

---

Hoşuma gitmeyen yanları:

---

---

---

---

---

Nedenleri:

---

---

---

---

---



Bu anket bazı ürünler hakkında görüşleri belirlemek üzere yapılmaktadır. Bilgiler sadece araştırma amacı ile ve istatistik elde etmek için kullanılacaktır.

Düşünerek ve atlamadan vereceğiniz yanıtlar araştırmanın güvenilirliği açısından önemlidir. Ayrıca doğru veya yanlış cevap yoktur. Bu yüzden lütfen bütün soruları samimi olarak cevaplayınız.

Cevaplarınız ve kimliğiniz kesinlikle gizli kalacak ve cevaplar toplu olarak değerlendirilecektir.

Bu anketi doldurarak araştırmamıza yardımcı olduğunuz için şimdiden teşekkür ederiz.

1.Yaş \_\_\_\_\_

2.Cinsiyet kız [ ] erkek [ ]

3.NES-CAFE ' nin sizce en önemli özellikleri nelerdir?

(Bir ürünün özellikleri ona ait olan görünür, algılanır veya hissedilir bir takım faktörlerdir, elle tutulur veya tutulmaz özelliklerdir ; örneğin hamburgerin özellikleri onun tadı , kokusu , rengi ,şekli vs. olabilir.)

---

---

---

---

---

4.NES -CAFE ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

5. NES - CAFE reklamının hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

6. CORN-FLAKES ürününün sizce en önemli özellikleri nelerdir?

---

---

---

---

---

7.CORN-FLAKES ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Bu anket bazı ürünler hakkında görüşleri belirlemek üzere yapılmaktadır. Bilgiler sadece araştırma amacı ile ve istatistik elde etmek için kullanılacaktır.

Düşünerek ve atlamadan vereceğiniz yanıtlar araştırmanın güvenilirliği açısından önemlidir. Ayrıca doğru veya yanlış cevap yoktur. Bu yüzden lütfen bütün soruları samimi olarak cevaplayınız.

Cevaplarınız ve kimliğiniz kesinlikle gizli kalacak ve cevaplar toplu olarak değerlendirilecektir.

Bu anketi doldurarak araştırmamıza yardımcı olduğunuz için şimdiden teşekkür ederiz.

1.Yaş \_\_\_\_\_

2.Cinsiyet kız [ ] erkek [ ]

3.Coca-Cola' nın sizce en önemli özellikleri nelerdir?  
(Bir ürünün özellikleri ona ait olan görünülür, algılanır veya hissedilir bir takım faktörlerdir, elle tutulur veya tutulmaz özelliklerdir ; örneğin hamburgerin özellikleri onun tadı , kokusu , rengi ,şekli vs. olabilir.)

---

---

---

---

---

4.Coca-Cola ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

5. Coca-Cola reklamının hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

6. PLANTERS, KREM FISTIK (peanut butter), ürününün sizce en önemli özellikleri nelerdir?

---

---

---

---

---

7.KREM FISTIK ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

8. KREM FISTIK reklamının hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---



Bu anket bazı ürünler hakkında görüşleri belirlemek üzere yapılmaktadır. Bilgiler sadece araştırma amacı ile ve istatistik elde etmek için kullanılacaktır.

Düşünerek ve atlamadan vereceğiniz yanıtlar araştırmanın güvenilirliği açısından önemlidir. Ayrıca doğru veya yanlış cevap yoktur. Bu yüzden lütfen bütün soruları samimi olarak cevaplayınız.

Cevaplarınız ve kimliğiniz kesinlikle gizli kalacak ve cevaplar toplu olarak değerlendirilecektir.

Bu anketi doldurarak araştırmamıza yardımcı olduğunuz için şimdiden teşekkür ederiz.

1.Yaş \_\_\_\_\_

2.Cinsiyet kız [ ] erkek [ ]

3.Coca-Cola' nın sizce en önemli özellikleri nelerdir?

(Bir ürünün özellikleri ona ait olan görünülür, algılanır veya hissedilir bir takım faktörlerdir, elle tutulur veya tutulmaz özelliklerdir ; örneğin hamburgerin özellikleri onun tadı , kokusu , rengi ,şekli vs. olabilir.)

---

---

---

---

---

4.Coca-Cola ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

5. Coca-Cola reklamının hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

---

---

---

---

6. CORN-FLAKES ürününün sizce en önemli özellikleri nelerdir?

---

---

---

---

---

7.CORN-FLAKES ürününün hoşunuza giden ve gitmeyen yanları nelerdir? Niçin?

Hoşuma giden yanları:

Nedenleri:

---

---

---

---

---

---

---

---

Hoşuma gitmeyen yanları:

Nedenleri:

---

---

---

---

---

---

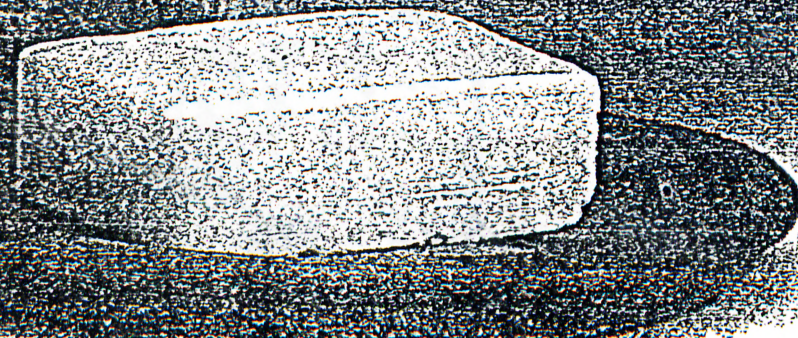
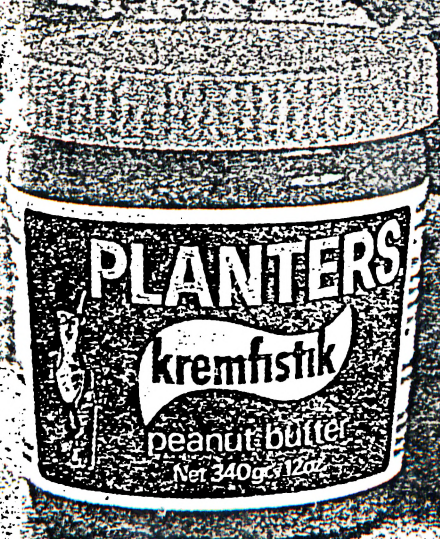
---

---

---

---





## Protein en çok hangisinde ?

Birçokları hemen "tereyağ" ya da "et" diyecektir. Yanlış!  
Çünkü, tereyağ ve et proteini yüksek yiyeceklerdir ama, en çok protein Planters Kremfistik'tadır !

Aşağıdaki önemli çizelge, 100'er gram tereyağ ve etle Planters Kremfistik'in besin değerleri karşılaştırmasını yapıyor. Ve, Planters Kremfistik'in harika besin olduğunu gösteriyor:

	Protein (gr)	Yağ (gr)	Karbonhidrat (gr)	Demir (mg)	B <sub>1</sub> (mg)	B <sub>2</sub> (mg)	B <sub>6</sub> (mg)
Tereyağ	.4	79	5	0	0	0	0
Et	16	14	1	0.8	0.12	0.10	0.20
P. Kremfistik	25	49	20	2	0.12	0.09	0.40

Planters Kremfistik'taki protein "et"ten bile çoktur. Üstelik, Planters Kremfistik, çocuklarınızın mutlaka alması gereken, demir, kalsiyum, fosfor... B<sub>1</sub>, B<sub>2</sub>, B<sub>6</sub> gibi daha bir çok önemli besinin ve vitaminin de güçlü kaynağıdır.

Planters Kremfistik'in 100 gramında bulunan besin maddeleri ve vitaminler:

25	gr	protein
49	gr	bitkisel yağ
20	gr	karbonhidrat
550	mg	potasyum
395	mg	fosfor
60	mg	kalsiyum
15	mg	niacin
2	mg	demir
0.40	mg	B <sub>6</sub>
0.12	mg	thiamin (B <sub>1</sub> )
0.12	mg	riboflavin (B <sub>2</sub> )
580		kilokalori
0		kolesterol

(Planters Kremfistik'ta hiç kolesterol yoktur. Bu özelliğiyle yetişkinler için de sakıncasız ve güçlü bir besin kaynağıdır.)



**Kremfistik Türkiye'de tektir !**  
Planters Kremfistik'i, görünüşte ya da isimde ona benzeyen diğer ezmelerle karıştırmayın! Türkiye'de bir tek kremfistik vardır: Amerikan "peanut butter" üretim teknolojisi ile üretilen Planters Kremfistik.

Planters Kremfistik, Almanya, Fransa, Belçika gibi Avrupa ülkelerine ve Ortadoğu'ya da ihraç edilmektedir.

**Kremfistik'ta fıstık tadı hakimdir.**

Planters Kremfistik'in tadı, görünüşte benzer ürünlerden farklıdır. Onlar gibi şekerlendirilmemiştir. Bütün tadını ve kokusunu fıstıktan alır. Ağız tadınıza nasıl uygun geliyorsa öyle yiyin. Ekmeğe sürüp bal ya da reçelle tatlandırmanızı tavsiye ederiz. (Isteğe göre, bisküvinin, krakerin, kuru pastanın, kekin üzerine de sürüp yiyebilirsiniz.)



**Kremfistik gereklidir.**

Bütün besleyici özellikleriyle, Planters Kremfistik, dünyada, annelerin büyüme çağındaki çocukları için özellikle tercih ettikleri güçlü besin kaynağıdır. "Şampiyonların Kahvaltısı" ününü bu yüzden hak etmiştir.

Siz de dünyanın bilinçli anneleri gibi, çocuklarınızı ve ailenizi, Planters Kremfistik'tan mahrum etmeyin. Sabah ve beslenme kahvaltılarınızda, Planters Kremfistik bulundurun !



# PLANTERS.

## kremfistik

**GÜÇLÜ BESİN KAYNAĞINIZ**





