MARKETING MODEL IN GLOBAL COMPANIES. DESIGNING AND MANAGEMENT

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Introduction

Globalization has a significant influence on international marketing. As the cost and complexity of operating overseas have been reduced by globalization, more and more markets have become to be international. By globalization, companies can access lower cost resources and labour in developing countries. So, one of the most impressive trends in business has been the growing internationalization of business operations (Leighton, 1970, pp. 3–6). Recent years have seen an increase in research on empirical examination of marketing model. This stream of research focuses on creating a universal model in different countries for one unique branch. For example, Gary L. Lilien (1997, pp. 1–20) tried to describe how formal models in marketing can be classified. He identified what areas of marketing had attracted notable quantitative model building efforts. Richard Allan Kustin (2004, pp. 637–649) researched the possibility of standardizing the marketing mix by investigating the cross-cultural responses from the United States, Brazil, France and India. Dr. Emmanuel I. Akpan (2012, pp. 48–51) made a research about adoption of Marketing Mix Strategy at the Introduction Stage of Nigerian Tourism Industry. Mason proposes a model of what marketing tactics, namely, product, price and promotion should be adopted for a company to increase its chances of success in a complex and unstable business environment.

In this paper, based on BCG-Matrix, the author will determine, if implementing marketing activities in companies has influence on their market position. In the next step, the marketing model in one global company, but in different countries, will be compared together and factors that have influence on the marketing activities will be determined. Based on the result of this research, transformation of such differences onto a generalized mathematical equation that can be used to quantitatively measure the effectiveness of each marketing mix component and to help global companies to increase the efficiency of their marketing mix strategy depending on the location of their branch has also been implemented.

Marketing and marketing model

The roots of marketing approach already appeared in the North American marketing research in the 1960s. According to K. Moller (1992, pp. 197–218), the focus was shifting from functional marketing management theory to strategic areas of marketing as marketing service, the political dimensions of distributive systems management, the interactions of industrial sales networks and the emergence of numerous new trends.

Marketing models are the instruments which allow management to structure a problem, identify and evaluate its determinants and solution options, and implement the best solution. In this research, main focus is on Marketing mix, because it is the easiest and most popular model that companies apply in practice.

Marketing Mix:

The Idea of Marketing mix originates from the single P (price) of microeconomic theory (Chong, 2003, pp. 1–13). McCarthy (1964) presented the „marketing mix" as the „4Ps", as a means of translating marketing planning into practice. Marketing mix is not a scientific theory, but it is a conceptual framework, which helps the managers in decision making process by configuring their offerings, so they can prepare suitable consumer's needs. The tools are useful to develop long-term and short-term strategies (Palmer, 2004, pp. 4–20). Marketing mix is very easy to handle and allows the separation of marketing from other activities of the firm and the delegation of marketing tasks to specialists. Also, the components of the marketing mix impact on a firm's competitive position, therefore it is a powerful concept (Grönroos, 1994, pp. 4–20).

In general, Marketing Mix 4P can determine actions and consider the goals of the company and customer needs, but on the other hand, in these modern times, the companies are working in a complex environment and to set up a profitable success, it is important to consider other elements which caused the extension of Marketing Mix 4P to 7P (Išoraitė, 2016). The 7Ps are as follow:

- *Product* refers to the goods and services offered by an organization, in other words, it is a package of benefits that the seller offers, and the customer receives.
- *Price* is the total cost of the product to the customer and it is the amount charged for a product or service. It is the second most important element in the marketing mix. Fixing the price of the product is a complicated job.
- *Place* is the location where the exchange is happening. Goods are produced to be sold to the consumers; therefore, they must be made available to the consumers at a place where they can conveniently make purchase.

- *Promotion* is a marketing communication package used to make the offer known to potential customers and persuade them to investigate it further.
- *People* are employees who in contacts with customers make a desirable impression on them and can have a profound effect on the customer satisfaction. This effect can be negative or positive.
- *Process* is a set of activities that results in delivery of the product benefits. Process is a procedure of rendering services.
- *Physical evidence* is a lasting proof that the service has happened. Packaging, colour and corporate branding belong to physical evidence (Blythe, 2009, p. 130).

Classification of factors in this study

In this study, the following factors have been considered: Technology, Politics, Economy, Culture and Competition as external factors, and Leadership, Qualifications, Financial aspects as internal factors.

- *Technology:* The external environment plays an essential role in developing innovation and stimulating technology transfers. To generate a successful innovation project or implement a successful technology transfer project, firms have to seek a diversified expertise and knowledge provided by many complementary sources.
- *Culture:* Culture is an essential element of a society that distinguishes it from other cultural groups. The underlying elements of every culture are the values, language, myths, customs, rituals, laws, and the artefacts, or products that are handed from one generation to the next (Lamb et al., 2009).
- *Economy:* Marketing success is strongly affected by economic factors. Spending power is constantly shifting, and marketers are competitive as they seek traffic, conversions and return on their investments. In some cases, marketing campaign success is just dependent on the effectiveness of messaging and delivery on the campaign (Jones, Monieson, 1990, pp. 102–130).
- *Politics:* The basic rationale for attempting a political analysis of markets has been briefly laid out in the Editorial Introduction to this IDS Bulletin. During the 1980s, the main topic of discussion in international development was 'the market', or the 'free market' and considered to be the ultimate solution for development. In the world of ideas, it was an intellectual and political force (Stigler, 1957, pp. 1–17). The political environment is perhaps among the least predictable elements in the business environment and there are many political factors, which affect the business. Bureaucracy, Corruption level, Freedom of the press, Tariffs, Trade control and Education Law are most important factors.
- *Competition:* Ever since Adam Smith, economists have seen market competition as a way of achieving economic efficiency. If a competitive equilibrium exists, then there is no other allocation of resources which would make all participants in the market better off.

Adam Smith considered competition to be a form of rivalry between suppliers that eliminated excessive profits, did away with excessive supply and satisfied existing demand (Stigler, 1957, pp – 1–17).

Qualification: One of the main applications of education is the development of the competencies for effective business practice and globalization has strongly influenced the level of demand and the nature of qualifications (Van Vugt, 2006, pp. 354–371).

- *Financial aspects:* Financial management is one of the key elements for a successful business. It has an influence on every aspect, from managing cash flow and tracking business performance to developing plans for the most efficient use of business opportunities (ACCA, 2016, pp. 1–16).
- *Leadership:* Academic research has explored the leadership role in development of innovation and technology. In 1993, Shamir pointed out that leaders who act as a role model and express and act upon a compelling vision to energize followers to perform beyond expectations, the followers will be excited and energized to work hard toward achieving higher goals and objectives (Shamir et al., 1993, pp. 577–594).

Research method

Two groups of companies have been considered in the present research: Nestle in Poland and Nestle Middle East, which comprises 12 companies. Nestle generates an annual report that covers 12 Middle Eastern countries as Nestle Middle East and the main branch of marketing department of all these countries is located Dubai. It means, that these 12 countries are considered to be one Group. Because in this research, only the opinions of Decision Makers in the Marketing field were important, therefore the sample size is limited. However, as Senior Managers who were involved in this research participate in determining the marketing strategy and marketing activities in the companies, therefore most of their answers had to be obtained as top-secret information and only used in the academic environment.

Due to the sample size, the use of statistical methods was problematic. The authors intended to apply the factor analysis, however, the literature review revealed that there are many various methods that could be applied without any limitations.

Usually, in such cases the normality test is applied. The calculations make use of the Cronbach's alpha test. However, based on the results, the authors decided to apply the Non-Parametric Method as the normality test is only applied when the data is continuous, which in this case was discrete. Therefore, based on the sample size, the questions were generated together, and mean values were used. In these conditions applying the normality test is justified and undisturbed. Quantitative data was collected through the online survey addressed to the Marketing, Category and Channel Managers of Nestlé Middle East (12 countries: Iran, United Arab Emirates, Oman, Kuwait, Qatar, Saudi Arabia, Lebanon, Syria, Syria, Iraq, Yemen and Jordan) and Nestlé Poland.

Statistical analysis method

In this research the need is evident for statistical procedures that are able to process data from small samples, on variables about which nothing is known (concerning their distribution Specifically, nonparametric methods were developed to be used in cases when the researcher knows nothing about the parameters of the variable of interest in the population. Usually, when there are two groups to be compared, analysis of variance (ANOVA/MANOVA) (Edgington, 1964, pp. 202–203) are used; the nonparametric equivalents to this method are the Mann–Whitney U test (Kruskal, Wallis, 1952, pp. 583–621) of ranks and the Median test.

Another Method which is used in this research is Cumulative Voting (CV) (Chatzipetrou et al., 2010), also known as Hundred-Point Method. CV is a simple and straightforward technique, used in various prioritization studies in software engineering. Multiple stakeholders (users, developers, consultants, marketing representatives or customers) are asked to prioritize issues concerning requirements, process improvements or change management in a ratio scale. The data obtained from such studies contain useful information regarding correlations of issues and trends of the respondents towards them. In this study, CV is used in such a way to investigate how different branches of a global company like Nestle are prioritizing the marketing mix components in different regions (Poland, Middle East).

The last statistical method, which is conducted in this study, is the Wilcoxon signed rank test which is also a non-parametric analysis very similar to the function of dependent samples t-test. Because the dependent samples

t-tests analyses whether the average difference of two repeated measures is zero; it requires metric (interval or ratio) and normally distributed data; the Wilcoxon sign test uses ranked or ordinal data.

Research results

BCG-Matrix result

As mentioned, The BCG–Matrix is a top-down resource allocation methodology that is helpful for challenge the current allocation and assess the portfolio health. In this part, BCG-Matrix has been applied to examine third Hypotheses, that the market Position of companies have influence on how the companies approach the marketing mix model. Figure 1 shows market position of companies based on adopted BCG-Matrix with calculated values and annual sales of companies.

With the help of Adopted BCG-Matrix, market position of companies has been determined. Adopted BCG-Matrix based on the observation that a company's business unit can be classified into four categories based on combination of market growth rate and annual rate of sale. Market growth serves as a proxy for industry attractiveness and annual rate of sale serve as a proxy for competitive advantages but inside Nestlé in whole zones. The market position in the matrix denotes that Nestlé Poland belongs to Dogs category, which has low annual rate of sale and rate of growth and thus neither generates nor consumes a large amount of cash. At the same period, Nestlé Middle East is in Stars category. The companies in this zone have high rate of annual rate of sale and rate of growth.
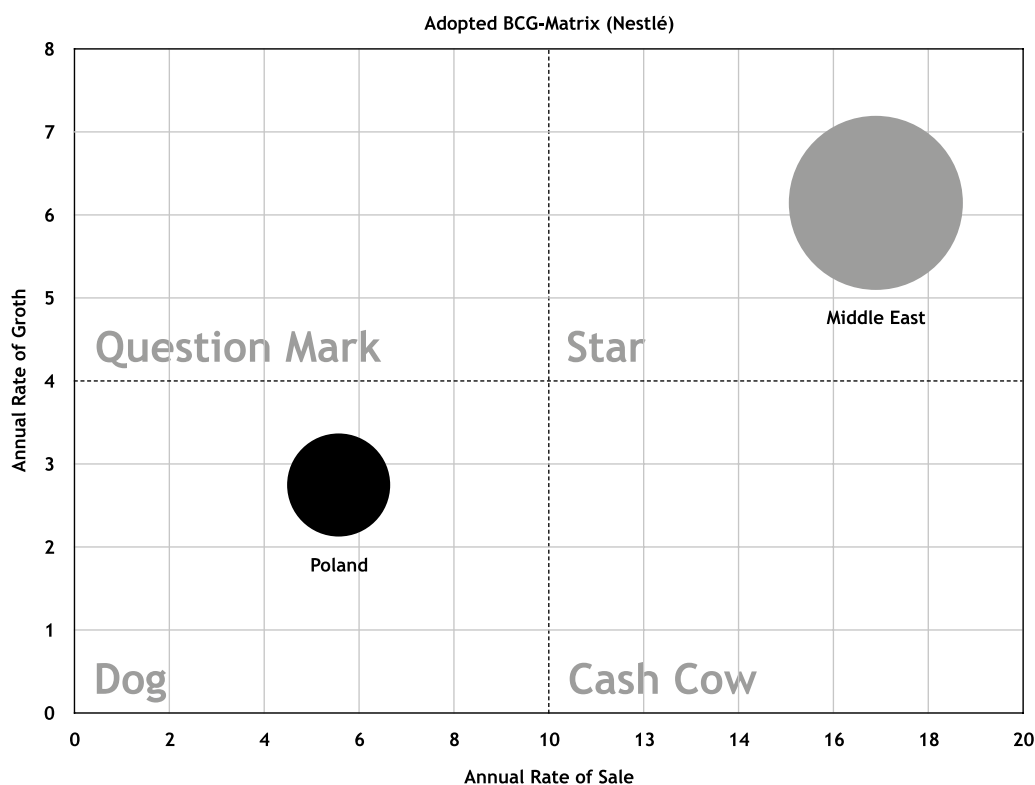

Figure 1. Adopted BCG-Matrix/ Market Position of Nestlé Poland and Middle East
Source: own elaboration

The results of Mann-Whiney U test show that the marketing mix elements „Product" (U = 81, p < 0.001), „People" (U = 160.500, p < 0.05) and „Physical evidence" (U = 175.00, p < 0.05) are significantly different among Middle Eastern and Polish managers (Table 1).

Based on Cumulative voting method, every component has been ranked and each element has been illustrated in the following radar diagram in order to show how managers in different countries prioritize the marketing mix elements. It is clearly evident that Middle Eastern managers categorize the Physical evidence, Product and People as a higher priority than their Polish counterparts do. Polish managers concentrate more on Price and Promotion, however, due to the fact the differences in these elements are not statistically significant, it not possible to draw a definitive conclusion, that Price and Promotion are less valued among Middle Eastern managers.

Priority calculation by cumulative voting

Using the answers of managers to the questionnaire, it was possible to investigate, in which order the managers of Nestle in Poland and Middles East prioritize the marketing mix components.

In order to magnify the differences between the Priorities of different marketing mix components, the following chart has been drawn. The chart clearly shows that Polish managers consider „Promotion" as the most important marketing mix element, whereas Middle Eastern countries see „Product" as the most important and „Promotion" as the least important marketing mix component. Another thing that can be observed in the diagram below, is the hierarchical structure of priorities in Middle East branch of the company, whereas in Poland the priorities of marketing mix components are distributed much more evenly with exception of „Physical evidence" which has much less importance among Polish managers.
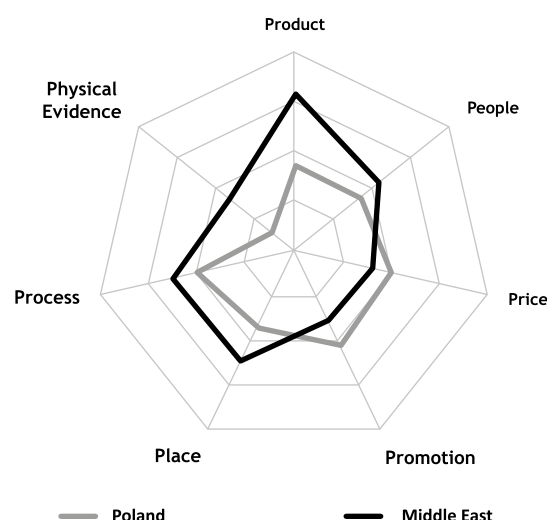

Figure 2. Radar Diagram of mean Score of marketing mix components in Poland and Middle East
Source: own elaboration

Mann-Whitney U test for external factors

In order to illustrate the mean score of external factors that have been calculated a radar diagram has been drawn. As shown in the radar diagram, a rhombus is created which has four sides (the scores of external factors). The rhombus of Middle East (red) is clearly leaned toward Technology and Politics while in Poland Technology and Culture have higher mean scores.

Mann-Whitney U test has been conducted to examine whether levels of influence of external factors including Technology, Culture, Economy and Politics, are different in the company in different countries. According to their perception, in both cases, „Technology" has the highest impact on how the managers are making their decisions especially in the Middle East. However, „Culture" is considered to play a greater role in Poland, and it has the second rank, while according to Middle

Table 1. Mann-Whitney U test — nonparametric test for comparing marketing mix components in ME and Poland

7Ps	Mean rank		Mann-Whitney U	p-Value
	POLAND	MIDDLE EAST		
Product**	13.40	34.02	81.00	<0.001
People*	18.70	32.09	160.500	0.006
Price	31.43	27.43	263.500	0.411
Promotion	31.50	27.40	262.500	0.402
Place	26.10	29.38	271.500	0.499
Process	24.27	30.05	244.00	0.234
Physical Evidence*	19.67	31.73	175.00	0.013

* Correlation is significant at the 0.05 level (2-tailed)
** Correlation is significant at the 0.001 level (2-tailed)

Source: own elaboration

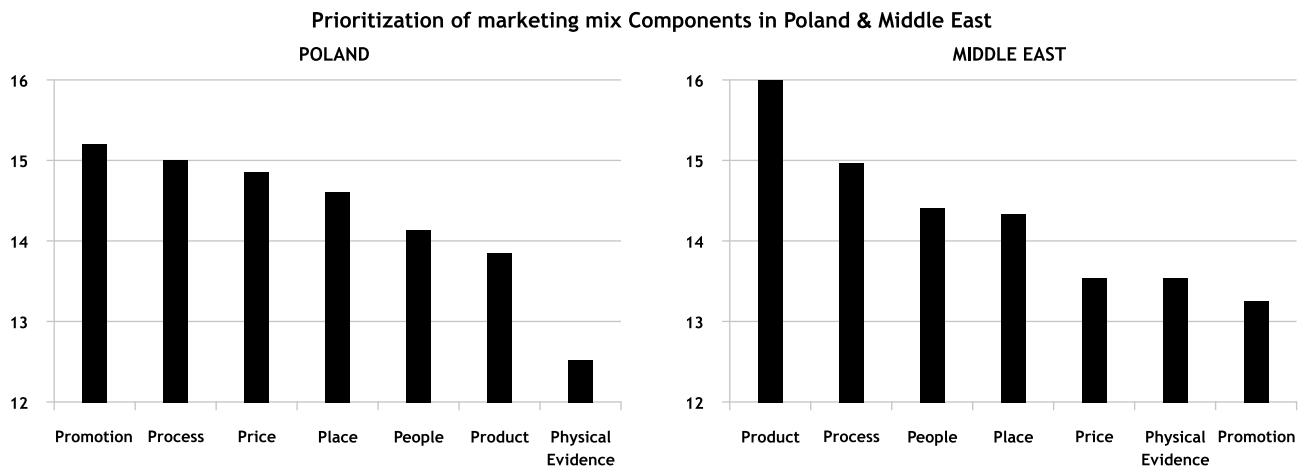**Prioritization of marketing mix Components in Poland & Middle East**

Figure 3. Priority of different marketing mix components in Poland & Middle East
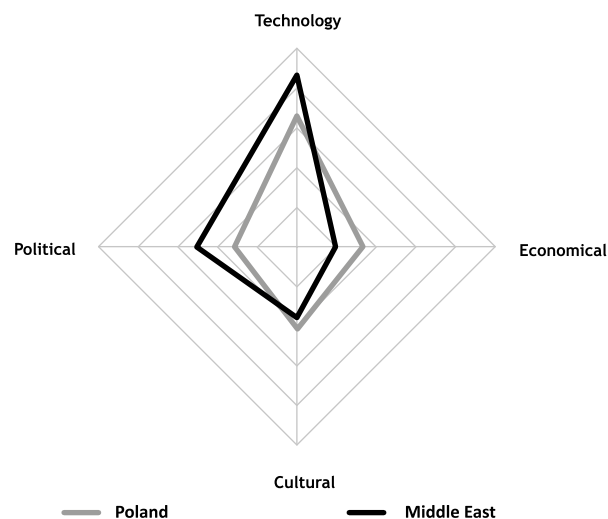Source: own elaboration

Figure 4. Radar Diagram of mean Score of external influencing factors in Poland and Middle East
Source: own elaboration

Eastern managers, the second rank belongs to „Politics" and it has a bigger impact on their decision-making than Culture and Economics.

Influence of internal factors on Marketing Mix elements

Another aspect that has been investigated was determining whether there are differences in opinions of Polish and Middle Eastern managers concerning the level of influence of internal factors – Competition, Leadership Style, Qualification of Employees and Financial Aspects – on each marketing mix element. In order to determine these differences, Mann-Whitney U test was conducted.

- *Marketing mix & Competition:* Mann-Whitney U test results in regard to the role of market competition on the decision-making process of managers show that „Physical evidence" receives higher score among Polish managers than their Middle Eastern counterparts (MR = 33.70, U = 229.5, p < 0.05), while other marketing mix elements do not differ in both groups in a statistically significant way.

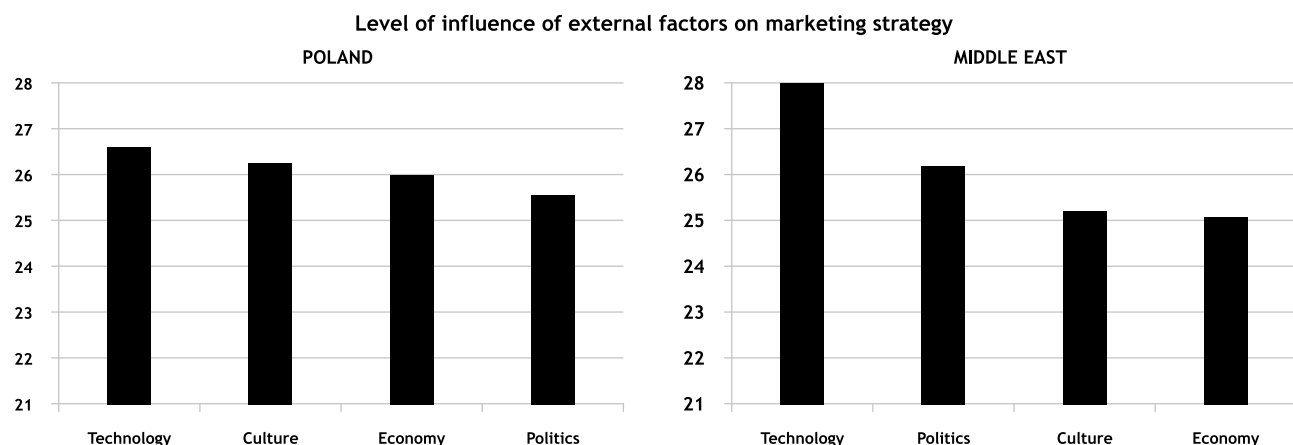**Level of influence of external factors on marketing strategy**

Figure 5. Level of importance of different external factors in Poland and Middle East
Source: own elaboration

- *Marketing mix & Leadership Style:* The role of leadership style is considered to be very similar with regard to marketing mix elements among Polish and Asian managers except for „Promotion" (MR = 30.33, U = 232.5, p < 0.05). „Promotion" has received a higher score in Middle East than in Poland.
- *Marketing mix & Qualification of employees:* Mann-Whitney U test also indicated that there is statistically significant difference between the opinion of Middle Eastern and Polish managers with regard to the role of Qualification of employees and the choice of several marketing mix elements.
- *Marketing mix & Financial aspects:* with regard to Financial aspects of the company, it is also evident from the radar diagram and the table, that from the point of view of both the Polish and Middle Eastern managers, Financial aspects of the company influence the marketing mix elements approximately in the same way and only two elements, namely „Price" and „Product" differ.

Hypothesis testing

In this section, the results of the main hypotheses that have been introduced at the beginning of the chapter are discussed and summarized.

H1: Managers believe that External and Internal Factors influence the decision-making process which marketing component to be prioritized: This hypothesis is actually confirmed by comparing the level of influence of factors on different marketing mix components.

H2: The importance of various marketing mix components is different in branches of the same company in different countries: As illustrated in the results section and conducted Mann-Whitney U test, this hypothesis has been confirmed, and it is evident, that the perception of managers in different countries how to use the marketing mix as a marketing strategy, is different.

H3: Implementing marketing activities in companies has influence on their market position: This hypothesis could not be confirmed, because many other elements have impact on the market position. but based on the literature review, marketing activities are correlated with the rate of sales of a company

H4: Level of Price importance is strongly correlated with that of Product's regardless of the location of the branch: This hypothesis could not be confirmed in this case study. Both Polish and Middle Eastern managers appear to consider no statistically significant association between Price and Product.

H5: Level of Price importance is strongly correlated with that of Place's regardless of the location of the branch: According to the results of Pearson correlation, this hypothesis has been confirmed. Based on the professional opinions of the managers in both regions, „Pricing" of the products must be strongly coordinated with decisions about Distribution channels and e-commerce services. The reason behind the strong correlation between Price and Place lies in efficiency of distribution costs.

H6: Level of Price importance is strongly correlated with that of Promotion's regardless of the location of the branch: This Hypothesis can also be confirmed according to the answers of managers in both regions. „Price" and „Promotion" have always been interconnected, because Price in form of price cuts and discounts is one of the elements that can be used as a promotional tool. Obviously, Polish and Middle Eastern managers both believe that Price cuts should be used to create higher rate of sale.

Discussion & recommendations for further study and practice

One of the important outcomes of this study is the demonstration that external and internal factors have significant impact on the decisions that managers make, when it comes to marketing strategy, which in turn influences the rate of sales and profitability of the company in different regions. Thus, it is extremely crucial that these factors are a part of the marketing mix model. These factors are instrumental for prioritizing different marketing mix components and therefore giving different weights to them. In order to be able to illustrate such a relationship Production function is applied. Production functions are primarily used in the field of economics to determine the relationship between inputs and outputs. Production function expresses the relationship between the quantities of productive factors (such as labour and capital) used and the amount of product obtained. It states the amount of product that can be obtained from every combination of factors, assuming that the most efficient available methods of production are used (Brems, 1968, pp. 62–74). Production functions are very flexible and have been used in various branches of economics. In macroeconomics, aggregate production functions are used to create a framework in which to distinguish how much of economic growth to attribute to changes in factor allocation and how much to attribute to advancing technology (Cohen, 2003, pp. 199–214). Based on their applications, these functions can also be used to model how different marketing inputs including external factors effect sales, per the following equation:

$$Sales_i = \alpha \prod_{j=1}^{7} x_{ij}^{\beta j}$$

Equation 1 Production function of generalized Marketing mix model

Where:

j = {Product,Price,Process,Place,Promotion,People,Physical evidence}

α = external factors & internal factors variables

β = Elactisity | Impact of Marketing mix components

A majority of inputs that go into production experience are diminishing marginal returns, therefore it makes much more sense to take the multiplicative form of the production function and take natural logarithms to both sides of the equation. This is the famous translog equation (Pavelescu, 2011, pp. 131–150).

$$\text{In}(Sales)_i = \text{In}(\alpha) \sum_{j=1}^{7} \beta_i \ln(x_{ij})$$

Equation 2 Translog equation of generalized marketing model

The translog equation has the ability to convert the multiplicative form of the production function into a linear model that can be estimated using Ordinary Least Squares (OLS Regression). Another advantage of the translog equation is that the β coefficient or a regression analysis can be interpreted as elasticities or the level of impact. Elasticity is a measure of a variable's sensitivity (Sale) to a change in another variable (input marketing mix components). In order to keep the equation clean, the α variable captures all non-marketing variables that affect sales, including external factors and internal factors.

With the help of this simplified and generalized equation, one can investigate how the allocation of resources towards a certain marketing mix component will change the level of sales.

The concept called by the Author as Generalized Marketing Mix Model (GMMM) is one of the important outcomes of this study and was the demonstration that external and internal factors have significant impact on the decisions that managers make, when it comes to marketing strategy, which in turn influences the rate of sale and profitability of the company in different regions. This formula has not been verified yet and in the future research should be confirmed as it is still as a basic concept.

Conclusions

The goal of this paper was to analyse if there is a significant difference between the marketing mix models of a single global company operating in different countries and in case if such a difference exists, how the environmental and internal factors influence the marketing mix model. In this paper, Nestlé company has been chosen, because Nestlé is one of top three food and drink companies in the world and it continues its leadership in the food industry.

Based on the findings of this case study, the authors interpreted identified differences into a generalized mathematical equation that can be used to quantitatively measure the effectiveness of each marketing mix component and to help global companies, to increase the performance of their marketing mix strategy based on the location of their branch.

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Model marketingu w globalnych przedsiębiorstwach. Projektowanie i zarządzanie

Streszczenie

Złożone społeczeństwo, w szczególności rosnąca konkurencja i spadek demograficzny wymagają poszukiwania nowych metod marketingowych i narzędzi wspierających zarządzanie globalnymi firmami. Warunki te oznaczają konieczność poszukiwania i podejmowania rozwiązań, które pozwolą firmom utrzymać wyższą pozycję rynkową w stosunku do konkurencji. Szczególnie istotne wydaje się poszukiwanie takiego modelu marketingowego, który umożliwiłby firmom odejmowanie działań zarządczych, skutecznych w procesie zaspokajania potrzeb i oczekiwań. W artykule (w oparciu o ustalenia z badań) opisano model marketingu w jednej z globalnych firm prowadzącej działalność w różnych krajach (Nestle). Przedstawiono również czynniki, które wpływają na wynikające z modelu działania marketingowe. Zaprezentowany model uwzględnia uwarunkowania istotne z punktu widzenia menedżerów wyższego szczebla opisywanej w artykule firmy.

Słowa kluczowe

model marketingowy, marketing-mix, czynniki wpływu