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HIGHER EDUCATIONAL ESTABLISHMENT OF UKOOSPILKA
«POLTAVA UNIVERSITY OF ECONOMICS AND TRADE»
Educational and Scientific Institute of Business and Modern Technologies
Full-Time Form of Studies
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QUALIFYING THESIS

«Global brands in the international marketing activities of TNCs»

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INTRODUCTION

Actuality of the research. Global branding creates a stronger competitive advantage for companies. Once a company is able to successfully compete locally, or even within a nation, it makes sense to expand globally. Global marketing allows customers worldwide to be better- informed and more focused on the products and services a company offers. Global brands are brands that are recognized throughout the world, companies intending to create global brands need to do the following; identify the relative attractiveness of each market for your brand. Effective market analysis can help in getting valuable insights into shifts in the economy, competitors, ongoing market trends, demographics, and the traits of customers' expenditure. Market analysis is one of the vital components to help business with all the essential information and making wise business decisions.

Competition in the marketplace is good for consumers and good for business. Competition from many different companies and individuals through free enterprise and open markets is the basis of the U.S. economy. When firms compete with each other, consumers get the best possible prices, quantity, and quality of goods and services. Antitrust laws encourage companies to compete so that both consumers and businesses benefit. One important benefit of competition is a boost to innovation. Competition among companies can spur the invention of new or better products, or more efficient processes. Firms may race to be the first to market a new or different technology. Innovation also benefits consumers with new and better products, helps drive economic growth and increases standards of living. Products that are commonplace today once were technological breakthroughs: cars, planes, phones, televisions, the personal computer, and modern medicines all show how innovation can change your life, and increase prosperity. Competition can lead companies to invent lower-cost manufacturing processes, which can increase their profits and help them compete—and then, pass those savings on to the consumer.

Issues of branding and global brands analysis are covered in the works of foreign and domestic scientists, in particular R. Arora [14], M. Derks [21], V. Martin [56], L. Teeboom [3], S. Schooler [22], R. Sharma [14], M. Szmigiera [54], J. Varghese [9]. The actuality of the topic determined the goal and objectives, as well as defined the object and subject of research.

The aim of the research is to analyze the activity of global brands in the international market. Subsequently, the following objectives have been assigned:

- to investigate the essence and features of the concept of a global brand;
- to determine branding as part of the marketing activities of TNCs;
- to define the main global brands of the world market and their general characteristics;
- to evaluate marketing analysis of global brands in the global market;
- to analysis the competitiveness of global brands in the global market;
- to define modern problems of global brands and ways to overcome them.

The object of the research is the activities of global brands in the international markets of TNCs.

The subject of the research is global brands in the international market.

Research methods. While composing the bachelor's thesis, the following methods were used: system – to clarify the essence and content of global brands; comparative – to compare the activities of global brands in the international markets of TNCs; system analysis – to clarify the features of global brands activity on the international market.

The information base of the research was consisted of electronic resources of the Internet, monographic literature, articles by foreign and domestic scholars in periodicals.

Approbation of the results of qualifying work. The main positions and the obtained research results are published on: III International scientific and practical conference «Problems of accounting and analytical support of business management» (Poltava, April 21, 2021).

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CHAPTER 1

THEORETICAL FUNDAMENTALS OF THE BRAND CONCEPT IN INTERNATIONAL MARKETING ACTIVITIES

1.1. The essence and features of the concept of a global brand

Global brands are brands that are recognized throughout much of the world and firms employing this unified approach use a similar marketing strategy to support the brand and its development everywhere.

Another typical definition of a global brand is that it is marketed under the same in multiple countries with similar and centrally coordinated marketing strategies.

Global brands have the goal of creating and maintaining a consistent identity with consumers all over the world this can be accomplished in several ways, but it is no simple task [1].

Solo branding -A branding strategy under which each product that the parent company sells has its own name brand. An example of this is Coca cola. Each of their products such as sprite, Fanta cherry etc. have their own global brand names that they are marketed and sold under individually. This strategy is beneficial for targeting specific market segments and consumer groups [2].

Hallmark branding – in this branding strategy the firm tags one brand, generally the corporate brand, to all the product and does not use sub brands. Examples of this include most banks such as Barclays bank using the same brand names for all their services and branches the company has. This strategy keeps the branding simple for consumers to remember and allows the company to focus on one brand [2].

Family branding -this strategy keeps the branding focuses on the parent company brand name and everything the company sells is under that brand name no

matter the product. An example is Apple inc which includes apple iPhone apple laptop apple iPad apple EarPods and more. this is a corporate brand name focus so that consumers associate one of the company business units with the quality and reputation of the all-encompassing brand.

In a nutshell, branding is who you are – and marketing is how you build awareness. Branding is your strategy, while marketing encompasses your tactical goals. To determine who your brand is, you need to ask yourself several questions. Questions that go beyond industry generalizations, and services or products offered and questions to determine who you are as a company, and more importantly, who you are as a brand. Having established their name with a strong reputation they extended the company brand name from the original product of TVs to all the products the company offers today. this is good strategy for a company because consumers will perceive it well with the good reputation it has already [3,45].

When it comes to global branding there is more failures than successes. Companies must make many considerations before deciding on a global branding strategy. However, if a company succeeds in creating and maintaining a global brand the great level of exposure and sales that comes with the global brand make all the marketing expenditures and difficult decisions worth it. Just make sure you are aware of the various strategies available and conduct adequate market research to improve the chances of success.

Multinational organizations have a choice when it comes to marketing their product in the global marketplace. They can choose to focus on each individual market using an adjusted strategy and selling under different brand names or they can use same brand name and marketing approach in every market.

This has the advantage of identifying local tastes fashionables and conditions and allows customers to believe that the product is locally manufactured or produced [3].

Successful global brands focus on presenting a unique, meaningful, and enduring imagine to its target, which can be adapted to local demands. Maintaining a consistent global approach allows consumers to find and understand the brand

wherever they are and creates global brand loyalty. For example, McDonalds stores worldwide offer remarkably similar menus in restaurants with clearly recognizable design features.

Deciding to implement a global branding strategy in your overall business plan is no small matter.

Table 1.1 – Advantages and disadvantages of global branding

Advantages	Disadvantages
<ul style="list-style-type: none"> – economies of scale in production and distribution which lower marketing costs while leveraging power and scope; – improving sales launching a product globally means more markets in which to sell; – learning to compete by launching a product globally you learn how to compete with foreign companies to sell that product; – lower advertising costs by maintaining the same global branding strategy of visibility and consistent messaging throughout the world, a company can spread the costs of advertising throughout the global market; – improved customer awareness-it stands to reason that the more places your product is placed and sold the more potentials customers have face time with it and can create relationship with the product. 	<ul style="list-style-type: none"> – global means it is as big as the globe - while it is ambitious to think on global scale some goods and services do not translate on a global scale. Some companies may like the idea of increasing their market and may jump into an area that does not have a demand of their product. – immense Financial Risk-it takes an immense amount of capital to extend your global reach. A lot of time, energy and research must be conducted to create an effective strategy. If a palm is not employed, then you could lose money very quickly.

Source: [3]

IT is easy to create a brand, but the hard work is about maintaining that imagine and not losing the vision statement as you evolve.

Global branding is the act of marketing a product or service under the same name in multiple countries, with similar and centrally coordinated marketing strategies. Put another way, global branding is offering a product or service whose advertising, positioning, strategy, personality, look, and feel are the same from one country to another. Before adopting a global branding strategy, it is important to

look at the advantages, and even disadvantages, of such a strategy, as well as the potential need for adaptation in international marketing.

Though these are advantages for the consumer, you can also think of brand advertising in terms of brilliant marketing pros. In other words, the same advantages that accrue to the consumer due to brand advertising (quality, consistency, dependability) also help the company's marketing the branded products by increasing the bottom line. Put simply, brand advertising, and brand loyalty, allow companies to charge a premium because consumers are willing to pay more for products they perceive as dependable, of high quality, and that provide consistency.

Indeed, customers benefit from any kind of brand advertising, including global branding, because they know that the product or service, they are buying is pretty much the same regardless of the part of the globe they are in at the time. A McDonald's hamburger will be, and taste, similar regardless of whether the customer is in Spain, Moscow, or Beijing [3].

An Apple iPhone is the same product whether it is purchased in China, Senegal, or the United States. Google, whose parent is Alphabet Inc., provides the same internet search engine service whether the user is using the service in the Far East or the Western Hemisphere, though Alphabet Inc. has acceded to demands to limit cer dapted vs. Global Marketing.

Supporters of the adapted global marketing argue that consumers in different countries are simply different. They have different needs and wants, varied levels of discretionary income to spend, as well as unique product preferences and shopping patterns – preferences that are often specific to a country, region, or culture.

Ignoring those differences is ethnocentric, argue proponents of adapted marketing. That is, it ignores the unique needs, wants, and even values of specific cultures. They contend that marketing strategies should be tailored to the target country's specific cultural needs while maintaining the overall brand image [3].

Supporters of standardized global branding and marketing acknowledge that there are advantages and disadvantages of adaptation in international marketing. Localizing a product to a particular region may seem like a good strategy, they say.

Satisfying regional needs, rather than offering the same branded product worldwide, may seem like a good way to help products adapt to local cultures.

However, technology is making the global market a smaller place and the needs of consumers around the world are becoming similar, say global branding advocates. Standardized global branding and marketing help keep the brand unified from country to country and region to region. The value and consistency of the product should not change from nation to nation. Products should be the same from one part of the globe to entertain search functions in countries like China. the following are benefits of global marketing.

Global marketing offers consumers and companies the advantages explained previously, but there are other advantages. When companies market on a global scale, they vastly increase their client base, and ultimately, their bottom line. Clearly, boosting the number of customers a company has generally means an increase in revenue and profits.

Marketing globally improves the effectiveness of a company's products. Some of the specific benefits of global branding and marketing include product and services. As the company, such as a small business, grows and learns, the more effective it becomes at rolling out new and improved products or services. Put simply, global marketing allows a growing company to share improvements in its branded products with a wider, even worldwide, audience [3].

Global branding creates a stronger competitive advantage for companies. Once a company can successfully compete locally, or even within a nation, it makes sense to expand globally. Global marketing allows customers worldwide to be better-informed and more focused on the products and services a company offers. Creating a global branding and marketing strategies allows a company to adapt, and change, as needed based on consumer demands and marketplace trends, including global market trends.

Global branding and marketing also increase customer awareness of a company. When customers all around the world are informed about the products or services the company offers, they can interact with the firm now that they know

about the company and the many benefits it has to offer them. As noted, the growth of the internet to the point where it is used by a nearly worldwide audience makes this much easier to achieve. Customers around the world can be informed about the brand, and communicate the company that produces it, literally with the click of a button, or a mouse, as it were.

Branding globally: adapting locally reaching out internationally and adopting a strategy of global branding and advertising may seem daunting for a small but growing business. But it does not have to be. Companies like the following all started small, at one point, but benefited greatly from global branding. Airbnb, Apple inc, Starbucks, coca cola and Ikea

These companies have come to understand the advantages and disadvantages of adaptation in international marketing, and have adopted global branding strategies, but they have also tailored their products, or at least their marketing strategies, to local cultures and regions when needed.

Apple, Starbucks, and Coca-Cola, for example, have established themselves as global brands in hundreds of countries worldwide. They have done this by using global branding, even as they tailor or tweak their message as needs to meet the needs and expectations of customers worldwide. The look and feel of the global brands do not change from country to country [3].

A Starbucks or Coca-Cola beverage look, feel, and taste the same the world over. But these companies and others manage to offer the same product, the global brand, internationally while tailoring the experience in a way that resonates with their customers in each country and region.

Adopt global branding; so, if you are a small business looking to increase your customer base, consider adopting global branding, which would involve standardized global advertising, as well as global marketing strategies. But consider adapting your brand to the local culture.

This does not mean that you need to change the product or service you are offering worldwide but get to know that cultures and values of the countries and regions where you plan to market your products as you expand globally. A little

local knowledge may help you to adapt your marketing strategy, just slightly, while maintaining the quality and consistency of your product.

So, take the plunge: one has a world of customers out there awaiting the products and services you offer. Use global branding to help them see why your product or service will improve their lives – regardless of what corner of the globe they call home [3].

Made the world smaller. A potential customer can log onto a social site in a variety of countries, and your message on that site can lead people to your own website. The result is global awareness of your brand. That does not mean your small business can adopt a one-size-fits-all approach to social marketing. In fact, you can give your global marketing local appeal.

Multilingual branding: social media has made the need for marketing personnel who understand more than one language. Countries have social media sites that let them communicate in their native languages. Even people in countries where English is spoken along with their native tongue might take offense if you never communicate in their language. To increase brand acceptance, you must persuade customers you are one of them. This often calls for translations into their languages.

Multicultural branding: cultures have different social customs and rules. Social media takes on the role of making your company culturally relevant. Because social marketing is more personal than mainstream advertising, it calls for an understanding of the culture to which you are marketing. In short, social media has made company communications more targeted. The role of social media is to make companies more responsive to local and regional customs.

Establishing authority; there is a difference between a local company with global marketing and a global company with regional marketing. A small business tends to start locally and expand into global marketing. It does not have the level of recognition of a global company that is adding regional marketing. To gain brand acceptance, an expanding small business must establish itself as a trusted source for the goods or services it markets globally. Social media takes on the role of allowing

your small business to explain why it has the best product or best customer service. Through online exchanges of messages, your customers can ask questions and weigh your answers to see if you understand their needs [3].

The brand is a manufacturer's mark and a trademark having a high reputation among consumers. We should note that the concept of the brand is much narrower than that of a company, a company may possess several brands, for example, Google is a brand, and Alphabet Inc. is the company owning that brand.

Table1.2 – The top 10 companies and their value

Position	Company	Value
1.	Apple Inc.	\$323 billion
2.	Amazon	\$200,7 billion
3.	Microsoft	\$166 billion
4.	Google	\$165 billion
5.	Samsung	\$62 billion
6.	Coca-Cola	\$56.9 billion
7.	Toyota	\$51.6 billion
8.	Mercedes Benz	\$49.3billion
9.	McDonalds	\$42 billion
10.	Disney	\$40 billion

Source: [4; 54]

Adapting to changes in multiple markets; social media plays the role of forcing companies to adjust to market changes. Interest might increase in one country while it recedes in another. Customers in a region might develop a taste for a version of your product you consider to be a lower-quality offering. Social media forces you to pay attention to many markets at once and track the changes each of these markets' experiences. As a result, your company can become much nimbler in servicing target markets. Given below are some points that describe the basic characteristics of international marketing.

Broader market is available; A wide platform is available for marketing and advertising products and services. The market is not limited to some precise local market or for people residing in a particular place, region or country but is free for

all. People from different nations sharing different cultures and traditions can actively participate in it [5].

Involves at least two set of uncontrollable variables; by uncontrollable variables, we mean the geographical factors, political factors prevailing in different countries. At the global level, all the companies must face uncontrollable variables from different countries. While establishing business globally, a company must learn to deal with these variables.

Requires broader competence; international market requires more expertise and special management skills and wider competence to deal with various circumstances and handle different situations like changes in the strategies of the government, the mindset of the people and many other such factors.

Competition is intense. Competition is very tough in international market, as the organizations at the global level must compete with both competitors in their home countries and in the foreign lands. Competition is high because the clash is between developed & developing countries, and both have different standards and are unequal partners.

Involves high risk and challenges; international marketing with its own advantages is also prone to different and tangible risks and challenges. These challenges come in the form of political factors, regional and cultural differences, changing fashion trends, sudden war situation, revision in government rules and regulations and communication barriers.

The nature of international marketing is dependent on various factors and conditions and above all, it is dependent on the policies framed by different countries which are active participants in international marketing. International marketing tends to ensure balanced import and export to all countries big or small, rich, or poor, developed or developing [5].

Management of international market is tough and requires thorough market research. It is a predefined process which is directed towards designing and delivering products based on the demands from the overseas customers. Proper management also helps the company attain its objectives.

Large-scale operation: Large-scale operations involve relative amount of labor and capital to cater to the needs such as transportation, and warehousing.

The essence of a global branding strategy is the balance between consistency and flexibility. At the same time, you must have the flexibility to adapt strategies to the local culture without losing your essence. The search for this balance is vital to the success of a global brand. Global brands are brands that are recognized throughout much of the world and firms employing this unified approach use a similar marketing strategy to support the brand and its development everywhere. Another typical definition of a global brand is that it is marketed under the same in multiple countries with similar and centrally coordinated marketing strategies.

1.2. Branding as part of the marketing activities of TNCs

The importance of brands and thus trademarks as intangible assets is universally acknowledged by both business practitioners and the marketing literature.

Research provides evidence for the positive impact of strong brands and customer loyalty on company value, revenues, and profits. Good reputation and image build customer loyalty and the ability to garner a price premium. In addition, a company can use the reputational advantage of a brand not only to extract a premium price, but also to grow market share – and therefore its revenue stream – at the expense of its competitors.

The associated additional earnings can help to finance long-term investments, including research and development. Furthermore, marketing is often an integral part of the innovation process and how new products are introduced to the market. Additionally, strong brands can play a key role in helping companies to both attract and retain talented employees.

International marketing can be described as the various activities designed in the planning process. Activities such as fixing pricing structures to suit local needs, formulating promotional offers and assuring that the products and services are available to customers residing in the home country as well as the foreign country. Identifying and satisfying the consumer needs globally are the major functions to be taken care of [6,44,48].

Table 1.3 – Major dimensions to the spills of international marketing

Dimension	Explanation
1 st	Competence in marketing, with a sound grasp of marketing concepts, tools, and techniques.
2 nd	<p>Ability to perceive patterns of consumer behavior in different countries and the ability to evaluate the essential differences and similarities between markets. International marketing is the marketing across the national frontiers. It refers to the strategy, process, and implementation of the marketing activities in the international arena. International marketing may be defined as an activity related to the sale of goods and services of one country in the other, subject to the rules and regulations framed by the countries concerned. In simple words, it refers to marketing activities and operations among the countries of the world following different political and economic systems. International marketing is marketing abroad i.e., beyond the political boundaries of the country. International marketing brings countries closer due to economic needs and facilitates understanding and co-operation among them.. International marketing act as an instrument of global growth and development.</p> <p>According to Hess and Cateora international marketing is ‘the performance of business activities that direct the flow of goods and services to consumers or users in more than one nation.’ Marketing may be understood as human activity directed at satisfying needs and wants through exchange process.</p>
3 rd	Management skill to organize, plan, co-ordinate and control an operation of considerably greater complexity particularly in its human relationships – than that involved in the home market.

Source: [6; 7; 10]

Commercial transactions are the goal of international trade and, indeed, trade of any kind. The pattern of international market development often follows a series of stages (table 1.4).

Table 1.4 – Stages of international trade

Stage	Explanation
Domestic-market establishment	the domestic market is often an appropriate place to test products and fine-tune performance before tackling the complexities of international trade. It can also give a good indication of performance.
Export research and planning	When companies begin trading abroad, they often target a country like their own in language, financial structures, legal and economic systems, or culture.
Initial export sales	During this stage, the exporter should use initial shipments to become familiar with the mechanics of exporting (documentation, distribution channels, transportation, and collections), to get to know the customer target group, to determine what product modifications may be necessary and to learn about regulations that might affect the business. This is also the stage at which to revise the initial plan.
Expansion of international sales	This stage is usually accompanied by intensified market research, more aggressive participation in international trade shows and other marketing activities and greater emphasis on strengthening networks and contacts in the target market.

Source: [8]

Availability of the advanced communication and transportation facilities has reduced the physical distance among the nations of the world and has made the world as a global village. Countries of the world are nearing to participate in the global

market opportunities. Customers' needs and wants are not limited to the products produced and marketed within the boundary of country [9].

Export management and international marketing are closely related but are different. Export management only involves managing international trade from the host (exporting) country to the guest (importing) country. It is limited to managing of flow of goods or services.

While international marketing is comprehensive and integrated term that also covers exporting products. In brief, it can be said that export management is a part of international marketing management. Export management more closely related to selling products in the international market [10].

Globalization means integrating the economy of a country with the Global/World Economy. It means our economy is open to foreign direct investment by providing facilities to foreign companies to invest in different fields of Indian industry/commerce. TNCs have freedom to import foreign capital [11].

Brands, reputation, and image also matter in increasing global production networks, and in international trade. In global value chains, production processes have disintegrated and have been dispersed across countries. Often, branded companies or large branded retailers with a known trademark play the lead role in sourcing from decentralized networks of independent suppliers, defining product and process specifications and standards, and capturing the maximum profits along the way.

The ability to control high value-added activities in global value chains often rests in upstream activities such as concept development, Rand D, or the manufacture of key parts and components; alternatively, it may rest in certain downstream activities such as marketing, branding or customer service. These upstream and downstream activities are characterized by high barriers to entry; moreover, they command high returns – usually reaped by 'lead companies' in high-income countries. The actual physical production of goods is often left to.

Globally operated turnkey suppliers with low margins and large production volumes. In certain sectors, such as the automotive industry, food industry, computer

industry, textile industry and others, building a strong brand has become an important element in the process of moving up the value chain in the globalized economy. Companies in fast growing, middle-income economies aim to make the leap from contract manufacturing and low-value tangible production activities to becoming own-brand producers of innovative products. Increased investment in brands.

If brands are so central, how much are companies investing in brands and what contribution are brands making to economic growth? While the question seems straightforward, offering a reply, backed up with solid statistical evidence, is not possible for two reasons.

First, it is difficult to clearly single out all the diverse efforts that companies make to build a strong brand and an associated trademark. By simply quantifying companies' advertising budgets, it is not possible to capture the full range of a company's investments that are specifically aimed at maintaining or creating a strong brand. High spending on advertising and marketing alone, without achieving low returns on investment.

Brands are reputation assets, a promise to consumers, which largely depend on investment and the excellence of the company in all strategic business functions as such, brand are said to "distill the value of other intangible assets into a one meaningful identity of the firm". All customer-facing aspects of a company's performance, including product quality, Production innovation and the underlying technology, product design, product cost, managerial know-how, human capital in the company, research, service, and other issues – have an impact on brand value, as well as on the company's image and reputation.

The alignment of performance with customer expectations is central to maintaining brand value. One such example is the hotel industry, where' reputation is built over a long period and is based on promotional efforts, and, importantly, is also based on excellence in management, operations and other business functions.

There are sources of errors in international branding which are:

Most of the TNCs are excellent performers in their home countries, but they often must struggle in their overseas entities. While their business processes are managed well in their home countries, these TNCs find that the same processes turn out to be sub optimal and many a times unsatisfactory in other countries. This mostly occurs as an outcome of duplicating the business models, processes, practices, and organizational structure in their foreign entities without understanding the fact that businesses must be managed and organized differently based on the local factors.

The paper focuses on finding out what went wrong with those brands, which had the intellectual and financial support of these global corporations. The sources of brand errors have been identified below:

Being unresponsive to the cultural differences of the new audience. Marketers can get into trouble when they introduce their brands without paying close attention to the cultural differences. For instance, when Gerber introduced baby food in Africa the sales were very disappointing. On investigation, the brand managers discovered that although the jars of the product featured cute babies, the mostly illiterate population of Africa expected labels to visually portray the contents of the package. Cute babies did not attract them towards the brand. Lack of effective communication; for the international marketer's communication is one of the major problems that they face in overseas.

The above-mentioned examples of life fitness, Gerber, Volkswagen, and General Motors demonstrate the severe consequences of a poorly planned communication campaign [12;46].

Inappropriate promotional tools used; many times, the method of promotion that is used by TNCs brings failure to the brand. In India, the most popular example of a faulty promotion method is that of Bata. For quite a long time Bata catered to the needs of the middle-class population of India by offering low priced brands. It later tried to change.

The focus of its promotion by offering high priced international brands like Hushpuppies, Dr. Scholls and Marie Claire. The salesmen also pushed these high-priced brands. Resultantly, the sales declined as the breadwinner brands were not

being promoted effectively. Introducing the product at the wrong time, the time of launching a brand in a new location decides the fate of the brand. In India, the international liquor brand Seagram was introduced during the period when prohibition was being imposed in some of the high potential states like Haryana.

Inability to respond to the socio-cultural complexities and market forces of the foreign country blinded by figures. The Indian population seems to be quite big, but its middle-class accounts for only a quarter of the total population. Moreover, TNCs failed to realize that a person who earns a monthly income of Rs. 40,000 also falls in the middle-class category. And majority of the Indian females are translating into the fact that the disposable income of an average Indian household is quite less than its western counterparts. As a result, only those brands, which align with India's socio-cultural complexities, stand to be successful.

After identifying the sources of brand failure, it is vital for the TNCs to undertake some strategic actions that can help them to establish a strong foundation in India [12].

A Strategic Approach to International Branding, in today's global marketplace, TNCs need to set up effective branding strategies to be competitive. They can use different strategies depending upon the products offered, organization structure and local requirements.

A few of these strategies have been mentioned here: Experiential marketing, the modern Indian customers are being increasingly characterized as being 'non-conformists'. They demand good experiences besides the products. This implies that the TNCs operating in India need to involve the customers all through the value chain. The synergy leads to memorable and cherish able. Providing services along with products; customers no longer like being sold a product but love being serviced. The success of a brand lies with coping with the changing market forces and the recognition that services in combination with products could provide higher profits than products alone.

Three of the best brand marketing strategies in the business. Apple, McDonald's, and Nike are three brands that almost anybody in the world will recognize. How did they reach this point? Effective brand marketing [12,41].

Table 1.5 – Examples of brand marketing strategies

Brand	Marketing strategy
Apple	Apple's brand marketing strategy is simple. Do not just create a brand, create a movement. In all of Apple's marketing efforts, they do not just sell their newest phone or tablet, they sell a lifestyle. From their crisp white packaging and their provocative taglines (Think Different being one of their most famous) to their event-like product launches, Apple's brand marketing makes people feel like they need Apple products to improve their lives. This brand marketing strategy has created a dedicated fandom. Apple recognizes their fandom's staying power and with it in mind, never strays away from their comprehensive brand. Even when their marketing executions change, their clear, modern, and innovative brand marketing strategy remains the same.
Nike	Nike's brand marketing strategy involves not just selling a product but selling a story. From their website to their product descriptions to their social media, Nike takes every opportunity to tell a story about their products, their beginning, or their ideas. Adding a storytelling element to your brand or giving your customers the background of your business story adds a human element to your business and may be a great marketing strategy for you. Remember, your story does not have to be groundbreaking. Simply explaining where you came from and giving your customers something to relate to is far more influential than just selling a product.
McDonald's	According to numerous studies, McDonald's is one of the most recognized brands around the globe. So, it is no surprise their brand marketing strategy relies heavily on brand consistency. Their golden arches are instantly recognized everywhere from America to India to Australia, and people associate their brand with feeling happy. How has McDonald's created such a distinguishable brand? Well, they have kept their brand identity and product consistent for over 60 years, while making thoughtful and on-brand improvements. Their logo has remained relatively the same and their marketing taglines have unrelentingly endorsed the same message: we make you happy.

Source: [13]

Localizing global brands, in 2003, Mc Donald's announced that all its restaurants i.e., 30,000 of them in over 100 countries would be adopting a single set of brand packaging, with a single brand message concurrently around the world. Two years later, the company appeared to backpedal when it announced plans to localize nutritional value charts on its packages [14].

Emphasizing on own brands, when it is not possible to abide by the above-mentioned strategy, the advisable strategy for a TNC is to create its own brand. This becomes possible by identifying the unfulfilled needs of the target customers.

ITC Limited, a TNC operating in India has been engaged in agricultural product business and marketing. It undertook a rural development initiative which became popular as "e-Choupal". EChoupal is a village-based organization that aims at providing technical knowledge to the farmers and purchases the entire produce of these farmers. This successful initiative of ITC was meant to unleash the immense potential of the Indian agriculture.

Brand stretching through extensions provides a way by which a company can capitalize on its brand equity. TNCs should concentrate on the extent to which these brands be stretched so that brands do not get diluted. Brand stretching through extensions provides a way by which a company can capitalize on its brand equity. TNCs should concentrate on the extent to which these brands be stretched so that brands do not get diluted.

This aspect of brand extension applies very successfully in the case of 'Walt Disney'. It is a synonym for family entertainment across the globe and has its presence in diverse segments like merchandising, theme parks, television etc.

Creating Brand Awareness/Visibility, a good brand should be quite visible so that people know that it is reputed. Traditionally television and print advertisements and celebrity endorsements were used as tools to increase the visibility of a brand.

Today, new forms like Twitter and Facebook are significantly contributing towards building brand awareness. In India where a significant portion of population is either unemployed or under employed, new and innovative methods of creating

brand visibility can be adopted. They may include measures such as employing these less privileged sections of society as salespersons or offering them a free meal once a week etc. [14].

The target market may serve as a steppingstone to adjacent markets and become a focal point for a larger trade strategy. This final stage carries additional ramifications and responsibilities, beyond those of a company that is based elsewhere simply operating remotely in a foreign market. New issues come into play because the scope of a company's presence broadens when it takes on a permanent physical presence in the market. For instance, the investing company must take into account the impact on and interaction with the community and all other stakeholders—employees, local government, the environment, legal and tax compliance, transparency, public image and sustainability. All of these impacts must be managed seriously and carefully as a corporate citizen, with strong corporate social responsibility as a policy that should be demonstrated at every opportunity.

Global marketing is the process of conceptualizing and then conveying a final product or service worldwide with the hopes of reaching the international marketing community. Proper global marketing has the ability to catapult a company to the next level, if they do it correctly. Different strategies are implemented based on the region the company is marketing to. Global marketing is especially important to companies that provide products or services that have a universal demand such as automobiles and food.

Global marketing – Emergence, in the last decade of the 20th century many companies all over the world have started developing global marketing plans. Both time and distance are rapidly shrinking on account of intensive and faster satellite communication, speedy transport, and free financial flows. There is also the trend in favor of Global Standardization of Commodities (ISO).

A successful brand communication strategy connects an organizations' positioning across each of its stakeholders. Steering and aligning the direction of the

two will lead to business and marketing effectiveness. Effective Brand Communications should focus on four key dimensions i.e.

- the functional dimension-It ensures that the benefits of the products are clearly communicated to the customers.
- the social dimension-It ensures that the brand gives a social value and satisfies the esteem of users.
- the Spiritual Dimension: It ensures long term lasting relationships with the customer by reaching their ‘touch points’ like religion; and
- the Mental Dimension: It allows that the customers are free to express themselves about their positive and negative experiences with a brand. This then becomes a source of product improvement.

These dimensions if addressed properly can lead to a sustainable brand in India.

Thus, it is imperative for the TNCs that branding in India may challenge the standardized approach, as the Indian market is a mix of local, national, and global brands. The TNCs will have to create and invent new strategies to create a powerful brand in India.

Branding as part of the marketing activities of TNCs International or global branding can help a company to market its product or service in many different countries around the world. Although, history indicates that global or international marketing requires large budgets, emerging communication techniques such as social media can make global campaigns affordable for every company regardless of its size.

The importance of branding to a global company cannot be over emphasized. The success of most global companies like Coca cola, Mc Donald’s, Nike, Apple Samsung, Sony among others can be partly attributed to effective branding.

A Strategic Approach to International Branding, in today’s global marketplace, TNCs need to set up effective branding strategies in order to be

competitive. They can use different strategies depending upon the products offered, organization structure and local requirements.

A few of these strategies have been mentioned here: experiential marketing, the modern Indian customers are being increasingly characterized as being 'non-conformists'. They demand good experiences besides the products. This implies that the TNCs operating in India need to involve the customers all through the value chain. The synergy leads to memorable and cherish able.

Providing services along with products; customers no longer like being sold a product but love being serviced. The success of a brand lies with coping with the changing market forces and the recognition that services in combination with products could provide higher profits than products alone.

With any new business, establishing your foot in the market and to your target audience is crucial. With this early problem, you should implement comprehensive and well-strategised branding for your business. Building your brand around your products or services is easily done if you have background knowledge and research. Consequently, it can be a massive problem if you don't have any information on how to do it.

In this kind of instance, it is best to hire experts who are experienced in the role of branding to help you work out the approach. Branding is not always the most critical factor to make your business a success, but a strong brand identity can create many advantages for your business.

In this article, we will talk about the many aspects as to why it is important to have a great brand identity and how it can help you in your overall business marketing efforts. Branding is a marketing practice that a company exhibits in creating its name, symbol or logo, and overall design that is readily identifiable as the company itself. It gives your business its characteristics and persona.

It also helps to represent what you offer as a business, what you sell, and how different you are from other products or services. Your brand is like the public face

and personality of your company. Branding is not limited to logos, designs, and company color palette.

It also includes every part that completes your business – from color combinations and typography styles to the packaging of your products and the overall presentation of the company when in a pitch presentation. It covers everything you present as a business.

Branding is the physical image and personality of who you are as a business and how you target to be recognize. Customers do not develop relationships with specific products; they tend to build brand loyalty and trust.

For example, if we look at all orange juice brands, they all look the same in the eyes of the customer if there is no branding in the marketing industry. They will see all of the orange juice products the same, made from orange. With branding, your customers will be able to identify that your product is not just any other orange juice in the market, there will be a distinguishing factor that would make them buy your product above all of your competitors.

It is not because your orange juice is from a different kind of orange, it is because they can relate to your brand and exhibit loyalty to it. Your brand's promises are influencing them to buy your brand. To build a great brand that stands out from the competition, you need to observe and study them on how they develop their brands.

Taking your eyes off them may give significant disadvantages in your brand building process. It can also give you a significant setback in your sales because the same product was perceived to be better by their marketing plans and strategies. By spying on your competitors, you can keep up with them, and better yet, outsmart them.

Besides from making a lasting impression on your customers, the role of branding is also giving an image of what you can offer to your customers and clients. It is a way to differentiate yourself from your competition and to establish your business as the best choice among all other brands.

No company disregards making their brand, or even assume that they don't have any branding. Your brand can affect how people see you, can drive more people to be aware of your business and can increase your customer conversion rate.

Your company logo design is one of the critical elements of your brand. We can instantly identify the golden arches of McDonald's or the specific shade of red that is in every KitKat product. Your logo design plays a critical role in your brand because it will be the “face” of your business to be seen on every package, advertisement, and other marketing materials.

A competent logo design is seen to be as simple, but enough to make a lasting impression on your customers. Builds Trust in Your Marketplace. The brand building also helps you to build brand trust with your target audience.

It develops brand loyalty which will make these customers keep on coming back to purchase your products. Amongst the many elements defined as part of branding, it is vital that your business' values are part of it. These values are the ones set into your brand which connects to the people emotionally.

For example, you will be enticed to buy any Coca-Cola product because it makes you happy. Coca-Cola represents happiness, and it has been communicated to its audience effectively because the market today has a strong consideration of the audience's emotional reactions. Generates New Customers, branding reaches in the word-of-mouth advertising as well. It enables your business to get more traffic via referrals. According to most advertising related studies, word of mouth referrals are possible in a situation where your product has given a significant experience to your customers.

A big reason why “brand” is the word used for this concept is that it results in a lasting impression. Boosts Employees Pride and Satisfaction. When your employees are aware for your established and respected brand, and they completely agree with what your brand signifies, they will be more than satisfied with their current job and will boost their pride in the work that they do for you.

They will be enthusiastic to share with their friends and families all about their job and even to put your business' name on their resumes. Also, this will establish loyalty to your company and will be less likely to accept offers from other companies. Establishing branding also in your workplace can help strengthen your brand and the values it exemplifies. Branding will determine the types and kinds of content you push through your website and social media.

Also, it also decides how you will uniquely connect with your audience.

Branding should be at the centre of your marketing strategy. For example, setting up your target market on the Facebook advertising campaign for your most popular product. Visualize who and what your audience is, what does the message sound or look like, and what will mostly pique your audience's attention to connecting with your brand.

Nonetheless, members of your team may come up with a variety of ideas that are not precisely on-brand, so this may lead to wasting money on ad spending by targeting the wrong market and may confuse your real audience.

Perfect branding will actively communicate one message only and will confidently communicate with your target market. Branding is essentially your identity that your customers are perceiving. You should not take for granted its importance to your business Branding is the central blueprint of your business. Your brand can be a symbol of success, happiness, loyalty, comfort, or anything that you want your brand to represent. Think about what message your company wants to convey. What do you want your customers to think about you?

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Conclusions for chapter 1

The essence of a global branding strategy is the balance between consistency and flexibility.. At the same time, you must have the flexibility to adapt strategies to the local culture without losing your essence. The search for this balance is vital to the success of a global brand. Global brands are brands that are recognized throughout much of the world and firms employing this unified approach use a similar marketing strategy to support the brand and its development everywhere. Another typical definition of a global brand is that it is marketed under the same in multiple countries with similar and centrally coordinated marketing strategies.

International marketing is multinational process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchange that satisfy individual and organizational objectives. It ensures survival for a company and a country, nations can get benefits of division of work and specialization, it also helps in balancing unequal distribution of natural resources, extending product life cycle by selling products in other nations.

The current trend of globalization does not limit companies to their national borders and invites them for marketing on a higher platform, i.e., international platform. Every nation is free to trade with any nation. New markets are indicating signs of growth and are marking signs of development in economies like China, Indonesia, India, Korea, Mexico, Chile, Brazil, Argentina, and many other economies all over the world.

Domination of multinationals and developed countries International marketing is highly dominated by multinational corporations due to their worldwide reach. These organizations apply efficient and effective business practices to all their business operations. They have a stable position and with their global approach find themselves fitting into the arena of international marketing.

International restrictions the international market needs to abide by different tariff and non-tariff constraints. These constraints are regulated because different countries follow different regulations. All nations tend to rationally abide by tariff barriers. All the imports and exports between the nations participating in international marketing follow some restrictions in foreign exchange.

In our opinion we concluded that the essence of a global branding strategy is the balance between consistency and flexibility. At the same time, companies must have the flexibility to adapt strategies to the local culture without losing their essence. And that branding as part of the marketing activities of TNCs International or global branding can help a company to market its product or service in many different countries around the world. Although, history indicates that global or international marketing requires large budgets, emerging communication techniques such as social media can make global campaigns affordable for every company regardless of its size. The importance of branding to a global company cannot be over emphasized.

CHAPTER 2

ANALYSIS OF THE STATE OF GLOBAL BRANDS IN THE WORLD MARKET

2.1. The main global brands of the world market and their general characteristics

As companies expand globally, a brand like Coke or Nike can be the greatest asset a firm has, but it also can quickly lose its power if it comes to signify something different in every market. Successfully leveraging a brand's power globally requires companies to consider aggregation, adaptation, and arbitrage strategies all at the same time, beginning with defining the universal "heart and soul" of every one of a company's brands (aggregation) and then expressing that in suitable words, images, and music (adaptation and arbitrage). In doing so, allowance must be made for flexibility in execution because even the smallest differences in different markets' consumer preferences, habits, or underlying cultures can make or break a brand's global success. In allowing such flexibility, a key consideration is how a product's current positioning in a particular market might affect the company's future offerings. If a product's positioning varies significantly in different markets, any "follow-on products" will likely have to be positioned differently as well, and this raises costs and can create operational problems [15].

Apple is the most valuable brand in the world. Today the company's logo is recognized by a lot of people, as Apple truly became the most successful and powerful brand ever. Its value is estimated at \$323 billion by rating agencies experts.

The company was established on 1 April 1976 by Steve Wozniak, Ronald Wayne, and Steve Jobs. The trio initially engaged in the assembly of home computers and the production of proprietary models of PC. But their greatest success

came in recent years when Apple introduced its line of mobile products to the world iPhone smartphones and iPad tablets.

Nowadays, the range of Apple products is wide and includes smartwatches, computers and laptops, tablets, smartphones, and more. However, the hallmark of "apple" gadgets' popularity is high quality, stylish design, and a brilliant marketing program by Steve Jobs.

Today the company has thousands of offices, brand stores, and service centers worldwide with a staff of nearly 132,000 employees. The headquarter is in Cupertino, California, USA. Amazon is the second richest brand in the world. Amazon also ranks fourth as capitalization. Amazon is the American biggest retail company selling and delivering various goods over the Internet [15].

Internet users, suppliers, and producers can sell any goods on their own by using Amazon's website as an online platform. So, the company's major business line is the sale of products. The popularity of the service soared due to high-quality goods, low prices, prompt delivery, and a wide assortment. The company was established in 1994 by Jeff Bezos. Amazon is headquartered in Seattle, Washington.

According to overall estimations, the company employs about 647,500 employees and has more than \$162 billion in assets. Its annual turnover amounts to approximately \$232 billion.

Microsoft Office, Microsoft Windows, Xbox. The internationally famous Microsoft Corporation was founded in 1975 by Bill Gates. At that time, Microsoft was the first software developer that suggested using packaged software for personal computers (PC) that would thereby make the PC experience user-friendly and intuitive. This software – the Windows operating system – was a real breakthrough since it allowed ordinary users to master PC skills easily. The system brought the company an incredible success and huge profits [16].

Today Microsoft is one of the leading companies in the PC software market as well. It releases the new-generation Windows operating systems, a set of applications to work with documents called Microsoft Office, and many other

software programs. Besides, Microsoft produces own mobile devices and accessories, video, audio, and office equipment.

The headquarter is in Redmond, Washington, USA. Google is the 4th largest brand in the world now. As it is the most used search engine on the internet, probably all users of the global network know Google. That is why the "Google" brand is one of the most expensive in the global ranking. The experts estimate its value at \$165.4 billion, which makes it the second most expensive brand in the world.

The company was established in 1993 by Sergey Brin and Larry Page. It provides the search service that processes billions of queries per day. Because of its advanced search engine, the Google creators managed to implement one of the most powerful advertising aggregates on the Internet, which generates the single largest share of the revenue for the company [17].

However, it is not the only product of the company. Alphabet Inc. constantly develops new projects. For example, Google currently releases mobile gadgets of its own making, creates software (e.g., Android OS) intended to work with them, and owns many popular Internet services such as YouTube, Gmail, Google Maps, Google AdWords and so on.

Headquarter is in Mountain View, California, USA. Samsung is globally known as a consumer electronics producer. The company was established in South Korea in 1938. In 1969 Sanyo merged with Samsung, which gave birth to Samsung Group and changed the marketing approach and company mission.

In 1980, the first models of Samsung air conditioners appeared in the market. This was the beginning of the successful development in the European and Asian markets of climatic equipment.

In 1983, the Samsung company started the production of personal computers. By 1991-1992 the development of the first product line of mobile phones was completed. And in 1999, Samsung Electronics won the Forbes Global award in the category of consumer electronics manufacturing [18].

Nowadays, Samsung Group has plenty of lines for various kinds of products. The company is headquartered in Suwon, the provincial capital of Gyeonggi-do, Republic of South Korea. Coca-Cola Inc

It is the most famous worldwide carbonated soft drink that brings more than \$6 billion in net profit for its company per year. The famous beverage brand was established in 1882. Today the company's product suite also includes Fanta, Sprite, Diet Coke, and Schweppes. Due to the large value of its assets, high profitability, a huge staff, and high profits, the value of the "Coca-Cola" brand is estimated at \$56.9 billion. The headquarter is in Atlanta, Georgia, USA.

When we talk about international marketing and how brands translate globally, we are really talking about how they show up and reflect value in different regions of the world. How they translate meaning in local communities and cultures, far from their hometown roots and origins. Even the best global brands originated at some single point, in some single geography, appealing to some single target audience at the time.

The table (table 2.1) below focuses on seven of the most common connections and characteristics that global brands must address to engage and demonstrate value to regional and local customers.

Table 2.1 – Collaboration of global brands with regional customers

Characteristic	Explanation
1	2
Keep strategy consistent	One of the most important factors in successful brand programs beholds strategy. Keep common global marketing strategies in all regions of the world to deliver a consistent experience among customers, and keen focus on growth across the global marketing team.
Fulfill your brand promise	Promise your customers an exceptional experience at every single interaction or touchpoint, no matter where in the world they are engaging.
Deliver value	Customers seek value in the investments they make. Prove your value by building deep relationships, growing customer loyalty, and limiting opportunities for competition.

Continuation of the table 2.1

1	2
Demonstrate thought leadership	Insights and intelligence reflect a brand's leadership in the marketplace. Customers seek expertise from foremost industry leaders who use content to share new ideas, understandings, unique concepts, and thoughts on different models to help them succeed.
Foster positive relationships	Your global brand holds many audiences and relationships, but the intimacy and loyalty built in one market, should be the same in all others served.
Show integrity	The quality, reliability and promise your brand makes to customers should uphold the highest level of integrity across global, regional, and local marketplaces.
Build a solid reputation	If you have nothing else, you have your reputation. What you are known for, how you do what you do, and the way in which you do it. Global customers appreciate brands that work hard to maintain strong reputations and corporate responsibility across industry verticals, geographies and those that serve local communities. Build a reputation and brand of impact and purpose wherever and whenever possible.

Source: [19]

So, when you are thinking about developing or improving your global brand strategy and ways to execute or activate your brand, make sure you keep these seven global brand elements in mind as you build your go-to-market approach [20].

The main global brands of the world market and their general characteristics as companies expand globally, a brand like Coke or Nike can be the greatest asset a firm has, but it also can quickly lose its power if it comes to signify something different in every market. Successfully leveraging a brand's power globally requires companies to consider aggregation, adaptation, and arbitrage strategies all at the

same time, beginning with defining the universal “heart and soul” of every one of a company’s brands (aggregation) and then expressing that in suitable words, images, and music (adaptation and arbitrage).

2.2. Marketing analysis of global brands in the global market

A marketing analysis is a study of the dynamism of the market. It is the attractiveness of a special market in a specific industry. Marketing analysis is basically a business plan that presents information regarding the market in which you are operating in. It deals with various factors and should not be confused with market analysis [49;50].

A marketing analysis is done so that you can formulate a strategy on how to run your business. By taking into consideration certain factors, you will know how to operate your business. Below is a table showing a normal swot analysis.

Table 2.2 – SWOT-analysis questions

Strength	Weaknesses
What are your strengths? What do you do better than others	What are your weaknesses? What do your competitors do better than you
Opportunities	Threats
What trends or conditions may positively impact	What are your competitors doing that may impact you

Source: [22]

A SWOT (strengths, weaknesses, opportunities, and threats) analysis is a planning process that helps your company overcome challenges and determine what new leads to pursue.

The primary objective of a SWOT analysis is to help organizations develop a full awareness of all the factors involved in making a business decision. This method

During a study conducted to identify why corporate planning consistently failed. Since its creation, SWOT has become one of the most useful tools for business owners to start and grow their companies.

Apple Inc marketing analysis: a SWOT analysis is an incredibly easy but effective method used to identify the components that help a business thrive or contribute to its development. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors, whereas opportunities and threats are external factors [22,52].

Strengths: These are the internal positive qualities of the business, business strategies that are successful and competitive advantages. Weaknesses: These are the drawbacks that business needs to overcome to compete with its competitors. Opportunities: The external factors in the business environment that can be beneficial for the company and can help in boosting the sales of products. Threats: It includes external factors that can be damaging for the growth of business.

Strengths Leading Technology Innovator One of the greatest stunts used by Apple Company is innovation. The potential of Apple Company to produce its hardware, software, and other products brings the company at the top of the line.

Each year they launch new products with the enhanced predecessor, latest design and make the products more user-friendly every time. That is reason why it wins the majority of market share, even its price is relatively high. Launch of New Products due to the advent of several new digital streaming and payment technologies, Apple has continued to develop its applications. Current applications to be introduced and enhanced include Apple TV+, iTunes, Apple Card, and Apple music, which is a great strength to reinvent your product line continuously.

Brand Reputation since the advanced functions and unique design for Apple products, there is no doubt that Apple deserves to enjoy such high reputation over the world. As reported, it is ranked as the third most valuable brand in 2020.

Retail Stores Apple's retail stores promise high-quality consumer experience and allow direct interaction with the professional staff. With such superior consume

service, more and more users would prefer to choose Apple because of its personalized care [23].

Marketing Strategy Apple has been known as the master of advertisement. Apple creates hype about its upcoming products before the launch of the products. Its PR and marketing are so impactful that it generates a word-of-mouth strategy to develop a deeper awareness of the brand and increase the demand of the product.

Weaknesses **High Price** the biggest weakness of Apple Company must be its high price. Its top-priced products become a vulnerability for the company because consumers can easily select products of comparable quality but at a lower cost.

Incompatibility with Other Systems the incompatibility of their operating systems with other devices has made it difficult for people to switch to iOS-based devices because these devices are not user friendly, which requires some time to get used to it.

The Decrease in Market Share the market share of Apple is also declining, one of the main reasons for which is their significant dependency on the iPhones and iPad. It means a decline in the popularity of these products may harm Apple's business.

Patent Infringements Apple is often charged with violating the patents of other firms and has also lost trials, which damages the brand reputation and its financial condition.

Defect in Products Specific versions of Apple's iPod and iPhone had evident flaws, and therefore its opportunities **Loyal Customers**.

Due to its high market share and brand recognition, Apple is experiencing increased demands for its various devices. People who use apple electronics stay loyal to the brand by showing interest in the upcoming devices as well.

Launch of iTV will increase the sales of Apple TV and the ecosystems of the product. Increase in the market of Communication services.

The demand for communication devices has experienced substantial growth since 2013. Thus, it will allow Apple to discover new markets that were previously not explored by the company, such as the commonwealth countries.

Increasing demand for cloud-based services with the rise in data connectivity and speeds, more and more people are now utilizing cloud services for their tasks.

The market for cloud-based services is growing, and Apple can extend its range of iCloud services and applications.

Growth of Advertisement Market the Apple-designed iAd advertising program allows advertising on Apple iPhone, iPad, and iPod touch. The development of the digital advertising market is a possibility for Apple further.

Threats: rapid Technological Change, the field of consumer electronics is continually evolving with new technological advancements every other day. It will great challenge for the company to keep up with the latest trends. So far, Apple has been able to bring some revolutionary products to the market. Still, recently Apple has not yet announced its new product plan.

Android OS Growth One of the significant threats faced by the company is the considerable growth of its competitors OS, Android. Android's hegemony reduces iOS's control to encourage consumers to join Apple.

Competitors in The Online Music Market Online music subscription companies such as Amazon, Wal Mart, and Spotify are a threat to Apple.

COVID-19 pandemic Up to 20% of Apple's yearly revenue is affected by the COVID-19 outbreak. Revenue is expected to range from \$63 billion to \$ 67 billion, but the company was able to achieve revenue of \$57 billion only.

Strong Dollar Apple earns more than half of its revenue from outside the US. Therefore, the changes in currencies of other countries could affect Apple's profits. In other words, other countries' currencies are more changeable than the US dollar [23,52].

Table 2.3 – Amazon SWOT analysis

Strengths	Weakness
<ul style="list-style-type: none"> – strong brand name – brand valuation – customer oriented 	<ul style="list-style-type: none"> – easily limitable business model – losing margins in few areas – products flops and failure
Opportunities	Threats
<ul style="list-style-type: none"> – Amazon can gain the opportunity – by expanding physical stores – can do backward integration 	<ul style="list-style-type: none"> – Amazon can gain the opportunity – by expanding physical stores – can do backward integration

Source: [23]

SWOT analysis clarifies the current standing of Amazon. Few necessary improvements are needed to be done to administer the lacking and reinforce its market position. In short, Amazon needs to strengthen its key areas, minimize its weaknesses, avail opportunities, and counteract threats for future progress.

Few recommendations are given below:

1. Consolidate the market dominance by boosting its marketing efforts, promotional activities, and competitive advantage. 2. Strategically deal with global controversies. Amazon needs to resolve tax issues and manage its app's features efficiently to diminish negative publicity in the market. 3. Increase its limited presence through opening physical stores outside the U.S. This will augment brand popularity and market reach. 4. Enhance its strategic entry in developing countries where many growth opportunities are available. 5. Increase competitive edges and enlarge the gap between Amazon and its biggest competitors. 6. Address the issues of counterfeit sales and cybercrimes by upgrading technology measures. 7. Enhance network security systems for the protection of consumers' rights.

Investing in innovation Amazon is investing heavily across the U.S. Since 2010, we have made more than \$350 billion in investments in corporate offices, customer fulfillment and cloud infrastructure, wind and solar farms, eco-friendly equipment and machinery, and compensation to our teams. We invest in the development of technology at our Seattle headquarters, our new headquarters in Arlington, Virginia, and at our 16 tech hubs across America. These investments are accelerating, and we estimate that they have contributed an additional \$315 billion to the U.S. GDP since 2010 [23,43].

Table 2.4 – Microsoft SWOT-analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> – leading software company – world's largest company – vast market research – constant growth – huge market capitalization 	<ul style="list-style-type: none"> – overexposure to the Pc market – cybercrime theft – lacking market leadership in internet browser segment – unsuccessful acquisition

Continuation of the table 2.4

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> – cloud business growth – innovation and artificial intelligence – partnership and acquisition – smartphone industry – cost leadership strategy 	<p>Work force related criticisms</p> <ul style="list-style-type: none"> – gay reference controversy – aggressive competition – changing preferences of consumers – open-source projects

Source: [23]

Strengths – Internal Strategic Factors

1. Leading Software Company – Microsoft is the undisputed global market leader in software technology specifically in cloud computing. It is the world's largest developer of Windows OS and the leading cloud player. Its commercial cloud (Azure, Office 365 commercial, dynamics 365) generated annual revenue of \$23.2 billion.

2. World's largest Company with dominant market share– Microsoft ranks 4th with a market value of \$750.6 billion in the world's largest companies in 2018. It also owns the largest market share with a 3% point gain among the five largest cloud service providers(Microsoft, AWS, IBM, Oracle, Google).

3. Vast market reach – Microsoft operates in more than 190 countries worldwide. After launching the promoted version of Windows 10, it has over 700 million installs worldwide.

4. Constant growth – The latest earning results of Microsoft clearly demonstrate its strong growth in the cloud business. According to the analysts, Microsoft will be worth \$1 trillion in the near future.

5. Addition of newer SKUs (Stock Keeping Units) – Microsoft has recently added newer SKUs to its brand portfolio. This includes Microsoft 365 combining Office 365 and Windows 10. Its M365 is a multi-billion-dollar business.

6. Reputed Brand with superior customer loyalty – Microsoft has 1.2 billion Office users and 60 million Office 365 commercial customers. It has undoubtedly the greatest loyal customer base. Customers trust the brand and remain loyal to it.

7. Huge Market Capitalization – With 776 billion U.S. dollars of market capitalization, Microsoft is one of the biggest hi-tech company on the planet. It has a steady presence and was also listed in the Top 10 Global Companies in PriceWaterhouseCoopers' report updated on 31st March 2018.

8. Effective Adverting platform – With its strong and effective marketing strategies, Microsoft has influenced people all over the world. Its emotive advertisement aired in July with the title 'The future starts now' touched many worldwide.

9. Brand reputation – Microsoft was ranked 4th by Interbrand as the world's most valuable brand with the highest brand strength and brand equity in the digital industry.

10. Easy to use software – Microsoft is known for its hi-tech and quality products offerings. Windows OS and Office software products are quite user-friendly with highest quality standards.

Weaknesses – Internal Strategic Factors

1. Overexposure to the PC market – PC shipments are often subjected to frequent falls due to vendors' rising prices and currency fluctuations. It has landed Microsoft in a vulnerable position.

2. Cybercrime theft – The increasing cybercrime cases have left Microsoft in a vulnerable state. Hackers have reportedly attacked the cybersecurity of the Windows Operating System several times.

3. Lacking innovation – Microsoft has been failing to grow its hardware products sales such as surface pro computers and phones. It has been lagging in innovation and advanced technology, whereas, Apple, Google, and Amazon are quickly blazing trails.

4. Lacking market leadership in Internet browser segment – While Google, Safari, and Firefox have been gaining the market share in internet browser segment, Microsoft is losing the market. Microsoft IE & Edge didn't even make a list in 2018's most popular web browsers.

5. Unsuccessful acquisitions – Microsoft's fewer acquisitions like WebTV, Link Exchange, Massive, and Danger resulted in failures and divestitures. Such unprofitable investments are the biggest weaknesses of Microsoft.

Opportunities – External Strategic Factors

1. Cloud business growth – Its cloud-based services have gained immense growth and success in recent years. Thus, there is an opportunity for Microsoft to expand its cloud business.

2. Innovation and Artificial Intelligence – Microsoft has a massive opportunity in many innovative areas like AI and game technology. Investing in these areas can give an upper hand to Microsoft.

3. Partnerships and Acquisitions – Microsoft can focus on entering new strategic alliances and partnerships. It will enable the company to gain high market share. Acquiring major hi-tech firms will also be a profitable opportunity for Microsoft.

4. Smartphone industry – The fast-growing market of smartphones and tablets offer an excellent opportunity for Microsoft. It can capitalize on the rising demands of these products.

5. Cost leadership strategy – Microsoft can gain the opportunity of increasing its sales and revenue by offering its products at low prices. It may also prevent the hackers to use its software illegally.

Threats – External Strategic Factors

1. Workforce's related criticisms – Microsoft's 2018 workforce diversity statistics showed an imbalance in its recruited workforce. The number of women and minorities working was quite low, fueling severe criticism and arguments against the company's HR policy.

2. Gay reference controversy – Microsoft has faced many criticisms for its Xbox Live game service. Reference to homosexuality and gays cannot be used in the Gamertag and user's profile, as the company considers this matter 'unsuitable' and 'offensive' for other users.

3. Aggressive competition – Microsoft is in intense competition with Google and Apple. These companies’ established positions can be a threat to Microsoft’s market position.

4. Changing preferences of consumers – People are highly attracted to the market of smartphones, notepads, and laptops. Microsoft has modest shares in these markets.

5. Open-source projects – Like Linux OS and Open-Source Office, many new open-source projects have successfully entered the market offering similar services for free. It can threaten Microsoft that offers these products at an expensive rate.

6. Cybercrime and piracy – Rising cybercrime thefts and software piracy issues have dramatically affected Microsoft’s security network system.[8]

Table 2.5 – Samsung SWOT-analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> – research and development; – award winning brand; – ecologically friendly innovation. 	<ul style="list-style-type: none"> – heavily dependent on the American markets; – decline in smartphone sales.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> – triple protection proposition; – HR Management. 	<ul style="list-style-type: none"> – controversies; – increased competition; – legal and regulatory threats.

Source: [23;56]

Through the SWOT analysis of Samsung, the company is still a global leader in chip making and smartphone brands. It has always sustained sufficient revenue and profits as it progresses into the future.

The primary challenge it must face is cutting back on its overreliance on the American markets and explore the potential to operate in other markets. It needs to focus mainly on the Asian continent that is developing at an exceeding rate. Its limited customer base in the US is not reliable enough and may lead to limited revenue and profits. That can become a persistent issue for the company. They need to expand internationally and incorporate a new consumer demographic to thrive [23;57].

A marketing analysis is a study of the dynamism of the market. It is the attractiveness of a special market in a specific industry. Marketing analysis is basically a business plan that presents information regarding the market in which you are operating in. It deals with various factors and should not be confused with market analysis.

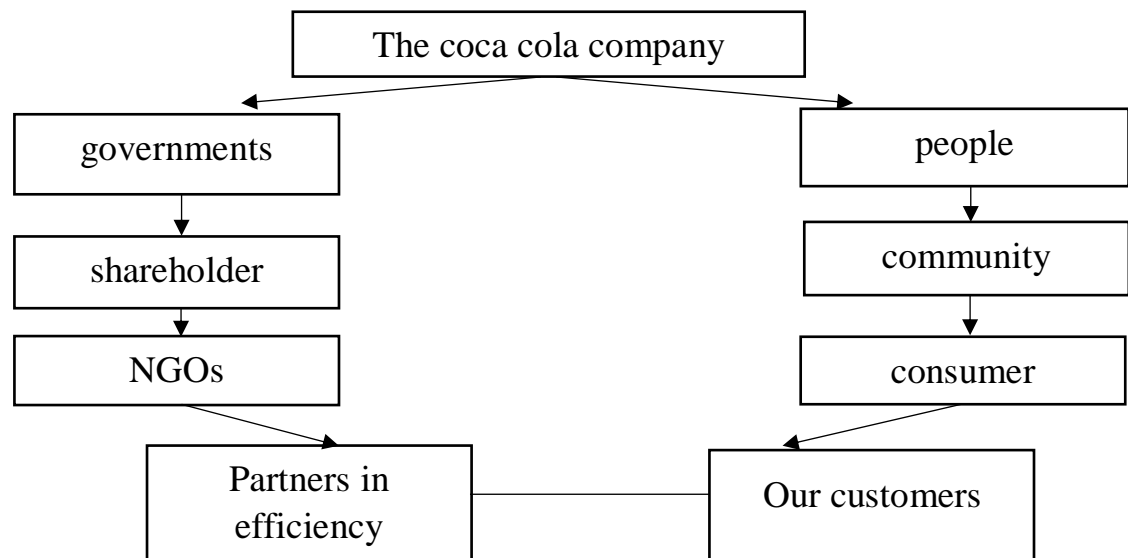


Figure 2.1 – Coca Cola’s economic activity in the global market [26]

Coca-Cola also value the importance of our suppliers, distributors, retail associates, The Coca-Cola Company as a brand owner and all our other partners in the value chain. Through the socio-economic impact studies which they perform in each of their markets together with The Coca-Cola Company, they understand how their activities benefit economies and societies and their total contribution is to the domestic economy, local communities, and employment [26].

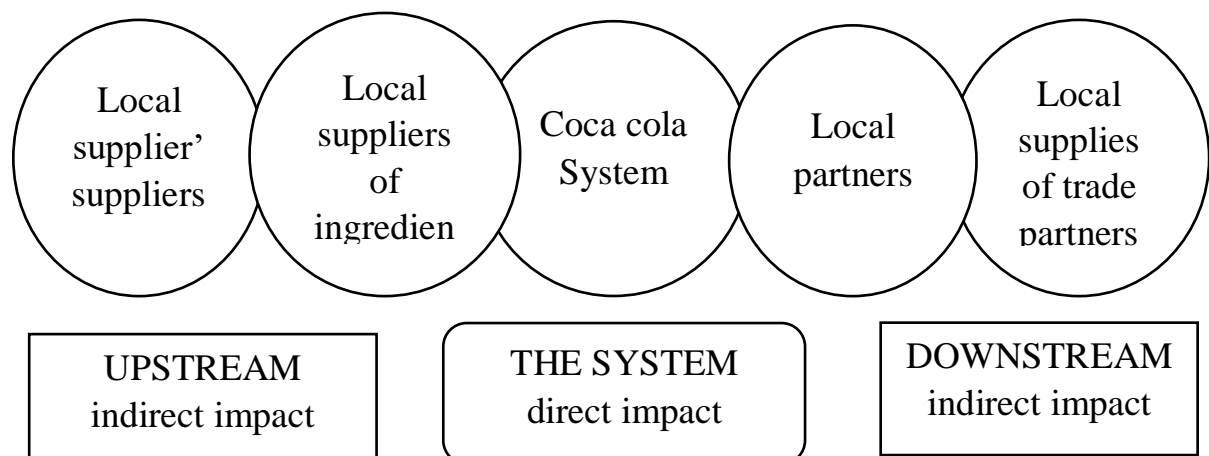


Figure 2.2 – Value chain impact [26]

Brands are widely recognized as an important source of a company's income and competitive advantage. However, several factors can affect brand value, such as product quality, brand awareness and marketing communication around the brand. In addition to other frequently explored variables that influence brand value, a key influence is the country of origin (COO) – the place where branded products were assembled, designed, or invented and where the brand owner's headquarters are located [27].

Analysis of economic activity of global brands in the global market. Overall, brands contribute significantly to the process of adaptation and growth, which is crucial to a competitive economy. Branded products that fail to deliver on what buyers want will disappear quickly, making space for new and more effective alternatives.

Several factors can affect brand value, such as product quality, brand awareness and marketing communication around the brand. In addition to other frequently explored variables that influence brand value, a key influence is the country of origin – the place where branded products were assembled, designed or invented and where the brand owner's headquarters are located. Virtually, every study in this field has stressed that the image of the origin country affects what consumers think about branded products and ultimately their success. This supports the view that conditions of countries of origin, such as image, reputation and development level, leverage conditions of their brands. Previous research has found the existence of a positive or negative impact of countries of origin on brand image, reputation and value, but with contrasting effects. For instance, Ar and Kara found a negative influence of country of production labelled "Made in China" on brand image for consumers from emerging markets. Sanyal and Datta revealed that, in the generic drugs market in India, doctors prefer brands that originate from a country known as rich in research and development and found that the image of countries of origin of branded generics significantly, but indirectly, affects brand equity through the mediating variables brand strength and brand awareness. On the contrary, the findings of Smaoui et al., based on the over-the-counter drugs market in Tunisia,

suggested that in the context of an emerging country countries of origin is less important than brand status in consumers' preferences. Jiménez and Martín stressed that countries of origin reputation strongly influences purchase intention, and that this relationship is mediated by trust and varies depending on the level of consumer ethnocentrism. The findings of Diamantopoulos et al. about the «Made in EU» label designation suggested that positive or negative associations depend on the standard of comparison – that is, the specific country against which the EU is being evaluated. Hence, it is assumed that a strong image of and positive familiarity with a brand's countries of origin can positively contribute to the brand's results and, conversely, that negative countries of origin associations impair it.

A marketing analysis is a study of the dynamism of the market. It is the attractiveness of a special market in a specific industry. Marketing analysis is basically a business plan that presents information regarding the market in which you are operating in. It deals with various factors and should not be confused with market analysis.

A marketing analysis is done so that you can formulate a strategy on how to run your business. By taking into consideration certain factors, you will know how to operate your business. The most common factors are the SWOT which is an acronym for; Strengths, Weaknesses, Opportunities, and Threats. By assessing the company's strengths and weaknesses, you can make a strategy on which factors to focus upon. If you have a good labor force, ample investment and good advertising experts then you are going to make your marketing strategy focusing on those things. Similarly if your technology is comparatively poorer and you lack online .companies also look at external factors like situations which may provide you with an opportunity or threat. Economic factors, political instabilities or even social changes can give you opportunities which you can seize and do better. They can also create threats which are going to hamper your business dealings. Considering all these factors will give you a marketing analysis from which you can implement your decisions. Dimensions of Marketing Analysis.

The size of the market is a key factor in a marketing analysis. The bigger the market the more competitors you are likely to have. For a big market, you need to make sure your products and services stand out. Otherwise, the customers can easily switch to a rival product. Not only that, but a bigger market also makes you rethink your pricing policy. Set your price too high then you are going to lose your customer base to other competitors. Set it too low and people will think that you are just providing cheaper poor-quality goods. If the market size is small, then you can get away with charging a high price. All these facts are kept in the marketing analysis.

The market growth rate is a huge factor in any sort of marketing analysis. This is because you get the idea of how long the said market will last. Before you make an investment you need to analyze the market's growth rate. If it is likely to grow over time then you can invest more in it. If it has no growth then you are likely to be discouraged from investing anything at all. How much time and importance you give to the market depends on its growth rate.

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The most common factors are the SWOT which is an acronym for; Strengths, Weaknesses, Opportunities, and Threats. By assessing the company's strengths and weaknesses, you can make a strategy on which factors to focus upon.

If you have a good labor force, ample investment and good advertising experts then you are going to make your marketing strategy focusing on those things. Similarly if your technology is comparatively poorer and you lack online presence then you are going to avoid those things.

Companies also look at external factors like situations which may provide you with an opportunity or threat. Economic factors, political instabilities or even social changes can give you opportunities which you can seize and do better. They can also create threats which are going to hamper your business dealings. Considering all these factors will give you a marketing analysis from which you can implement your decisions. There are certain dimensions which help us to perform a marketing analysis. These things help us understand the market we operate in better. These dimensions include; market size, growth rate of the market, market trends Market profitability.

The size of the market is a key factor in a marketing analysis. The bigger the market the more competitors you are likely to have. For a big market, you need to make sure your products and services stand out. Otherwise, the customers can easily switch to a rival product. Not only that, but a bigger market also makes you rethink your pricing policy.

Set your price too high then you are going to lose your customer base to other competitors. Set it too low and people will think that you are just providing cheaper poor quality goods. If the market size is small then you can get away with charging a high price. All these facts are kept in the marketing analysis. Based on that you go ahead with your marketing plan.

The market growth rate is a huge factor in any sort of marketing analysis. This is because you get the idea of how long the said market will last. Before you make an investment you need to analyze the market's growth rate. If it is likely to grow over time then you can invest more in it. If it has no growth then you are likely to be discouraged from investing anything at all. How much time and importance you give to the market depends on its growth rate.

Market trends are a significant part of the marketing analysis. Having knowledge about the trends help you to decide what kind of product you are going to sell. When you are starting off a business you need to know what the current trend is. What is the thing that the customers like? How much they are willing to spend? What other trends may capture their attention? These are the sort of things which

will go on your analysis. On the other hand, market trends can change any day. This can turn out to be an opportunity for your business. If that's the case then you can seize it and make the most of it. Changes in trend can also be a threat for you. If you are comfortable producing one kind of good then a market trend change will affect you the most.

Most companies' motive to get into the business is to make a profit. In other words, they are profit-motive businesses. So before getting into a business you need to analyze the profitability of the market. If the market has a good profitability then only you are going to invest heavily. Otherwise, it would be a waste of your time and capital. In order to calculate the profitability of the market, there are a few things one has to consider. These things include; buyer power, supplier power, barriers to entry and so on.

Conclusions for chapter 2

The main global trends of the world market and their general characteristics As companies expand globally, a brand like Coke or Nike can be the greatest asset a firm has, but it also can quickly lose its power if it comes to signify something different in every market. Successfully leveraging a brand's power globally requires companies to consider aggregation, adaptation, and arbitrage strategies all at the same time, beginning with defining the universal "heart and soul" of every one of a company's brands (aggregation) and then expressing that in suitable words, images, and music (adaptation and arbitrage).

Marketing analysis of global brands in the global market A marketing analysis is a study of the dynamism of the market. It is the attractiveness of a special market in a specific industry. Marketing analysis is basically a business plan that presents information regarding the market in which you are operating in. It deals with various factors and should not be confused with market analysis.

Analysis of economic activity of global brands in the global market. Overall, brands contribute significantly to the process of adaptation and growth, which is crucial to a competitive economy. Branded products that fail to deliver on what buyers want will disappear quickly, making space for new and more effective alternatives.

We researched the main global brands of the world market and their general characteristics as companies expand globally, and brand like Coke or Nike can be the greatest asset a firm has, but it also can quickly lose its power if it comes to signify something different in every market. And we also found out that analysis of economic activity of global brands in the global market. Overall, brands contribute significantly to the process of adaptation and growth, which is crucial to a competitive economy.

CHAPTER 3

PROSPECTS FOR THE DEVELOPMENT OF GLOBAL BRANDS IN THE WORLD MARKET

3.1. Analysis of the competitiveness of global brands in the global market

It can be clearly seen that businesses which have succeeded in brand management especially of differentiated products called luxury goods are noticeable with respect to acquiring and sustaining a competitive advantage.

A competitive analysis is the process of categorizing and evaluating your competitors to understand their strengths and weaknesses in comparison to your own [29;57].

Strategic management is primarily important for companies and relates decision making about future orientation of organizations and implementation decisions. Effectiveness on selecting brand management strategies and implementation for companies provide organizational success and competitiveness. In today's global market, gaining a competitive advantage is one of the most vitally important issues in business managements. Firms operate by continuously using different strategies in terms of profit, growth, and sustainability. The successful implementation of these strategies will help businesses achieve a long-term success and acquire a high reputation in terms of corporate image and brand against their rivals. Another significant factor in business management that helps create a competitive advantage is being able to establish brand management in accordance with strategic targets. By differentiating a product from its competitors, brand management primarily aims to gain a place in the minds of its consumers and achieve brand recognition and increase sales. And in the long run, it wishes to ensure brand loyalty even beyond brand recognition and awareness by positioning the brand image clearly [29].

On the other hand, the goal of promotion efforts in consumers' minds is not only to achieve sales and recognition, but also to make sure that the brand is recognized by its personality and position. The positioning of the brands in consumers' minds that will achieve these targets is often linked to two factors. These are the structure and the situation of the industry that a brand is within, and the promotional activities of that brand (Karpas, 2000: 212). In global markets where international rivalry is deeply felt, the production and marketing of goods requires different strategies. Much as the world global market has turned into a supranational situation, cross-cultural diversification also needs to be taken into consideration in brand management. In situations where standard goods and services fail to meet customers' expectations, businesses need to find different solutions in accordance with clients' wishes, needs and expectations. This is another way of being able to compete in industry. Encouraging customer preference to gravitate towards your own goods and services is a fundamental principle of diversification strategy. Diversification is often considered as diversification in goods and services of a business. Diversification in goods and services is more related to marketing strategies and is a functional strategy in this context.

Diversification strategy, which is among business management strategies, is competitive strategy directed towards yielding above-average returns by diversifying in all the operations of a business that create value. With diversification strategy, a business seeks above industry average returns by meeting customer expectations in a different way from their rivals do and, in return, applying a higher price that a customer will agree to pay. Therefore, in this strategy basic starting points are customer expectations, behavior patterns, value judgements, and some other similar important factors. A business should research these important basic start points extensively. Customer expectations can be fulfilled with respect to product, quality, service, technology, behavior etc. Diversification, because of its forementioned feature, does not only mean product diversification. (Ülgen and Mirze, 2004: 264) In our study, after explaining the factors of managing a brand successfully and its prominent examples in the world market, we will provide

information about its importance in terms of gaining a competitive advantage and establishing reputation [29].

Brand management is concerned with making decisions about an organization's future market direction and implementing those decisions. The foundation of brand management and diversification strategy is to develop a successful brand vision and be able to lead it. The examples of leaders, business and brand vision in successful brands can be seminal regarding this issue.

Table 3.1 – Business leaders and their brands

Leader	Company	Brand vision	Brand Mission
1	2	3	4
Richard Branson	Virgin Business	Reinvented business with risky and diverse ventures under single brand name since 1970; applied unconventional business practices company-wide; most recently attempted to create commercial spacecraft with Virgin Galactic (2004) Brand	Bring excitement to boring industry
Anita Roddick	The body shop business	Although she copied the brand name and the idea of recycled packaging from a U.S. company in 1976 and had only accidentally practiced social activism 10 years later, Roddick introduced the idea of creating stories behind cosmetic products	Embed social activism in business
Steve Jobs	Apple business	Transformed the computing, music, and phone industries by introducing the Mac (1984), iPod (2001), and iPhone (2007) with cool counterculture approach; also reinvented animation pictures with Pixar (2006) Brand Mission: Transform how people enjoy technology.	Transform how people enjoy technology

Continuation of the table 3.1

1	2	3	4
Jeff Bezos	Amazon.com Business	Reinvented retailing of books (and other products) with Amazon.com (1994) and reinvented the book itself with the Kindle (2007)	Provide the biggest selection of knowledge delivered conveniently
Larry Page and Sergey Brin	Google business	Since 1998, Google has been reinventing the search engine (the word “Google” is in the dictionary defined as a word for searching on the internet); redefined online advertising by providing search engine-based advertising platform	Make the world’s information organized and accessible
Mark Zuckerberg	Facebook business	Although he did not invent social networking (Friendster was introduced first by Jonathan Abrams in 2002 and Myspace by Chris DeWolfe and Tom Anderson in 2003;	Make words communication easily accessible

Source: [29]

Today’s businesses must be competitive in both when identifying the strategic targets at top levels and making their medium term and long-term plans which will help them achieve this vision. Another radically important factor which will help gain an advantage in global rivalry is brand management that is in accordance with

the targets. Technological developments and widespread of communication have started to reduce and eliminate the difference between goods and services.

With the reduction of differences and increase in intensifying competition, the concept of brand has become a factor that allows businesses to gain a strategic advantage. Businesses now need to accentuate their brands to prompt the interest, enthusiasm and buying habits of consumers in global markets.

However, with the increase in the number of brands, it has been realized that differentiation of brands only in terms of functionality is not sufficient. Therefore, it can be argued that brand management is one of the most important strategic factors to gain and maintain a competitive advantage. It can be clearly seen that businesses which have succeeded in brand management especially of differentiated products called luxury goods are noticeable with respect to acquiring and sustaining a competitive advantage [29].

How to gain a competitive edge in a global marketplace, companies look for growth wherever they can find it. Expanding from the local, familiar market to the global marketplace gives a growing company access to more customers, new talent, and greater possibilities. However, there are competitive challenges that companies must be prepared for to find success during their global expansion.

Here are some ways that a company can gain a competitive edge and find success in the global marketplace [30].

Defining the global marketplace in most instances, the global marketplace is centered around national or regional competitive spheres.

Entering a new market when companies decide to compete internationally, they should not automatically use the same strategies that they used in local markets. Thompson, Strickland, and Gamble suggest that companies should consider:

Whether to customize products or services by market or produce the same thing everywhere.

Whether to use the same strategy everywhere or modify it by market. Locating production, distribution, service centers, and offices to make the most of the location advantages. Best practices for positioning their company in new markets.

A company's approach to strategy is key to gaining a competitive edge. A survey report from Oxford Economics, *Manufacturing Transformation*, shows that many executives are rethinking their current strategies to go beyond operational excellence to gain a competitive edge. As companies explore new markets, knowing how to adopt a strategy to fit new markets is key.

Understanding local labor laws, compliance with local labor laws is one of the most important aspects of a company's global expansion. Every country has slightly different standards for how employers should treat employees. For instance, countries such as Japan, France, and Brazil make it difficult for companies to dismiss a worker. Companies that fail to comply with local labor laws in countries where they have operations may face fines, work stoppages, or lawsuits.

One of the best ways to ensure compliance in global markets is to work with an International PEO (Professional Employer Organization) to help navigate labor laws in new markets. This employer of record solution helps your organization avoid needless costs and delays, so you can focus on international success.

Speed to market if a company is unable to enter a market quickly, it may not see the success it expects, no matter how innovative its product and service offerings are. A slow speed to market can result in a company's product or service being considered outdated, especially if their competition was able to enter the market faster [30].

The best practices for success in the global marketplace are.

1. Scour emerging markets, international companies based in mature economies can use their relationships in emerging markets to speed along innovation.

Whether a company chooses to bring new products from emerging economies into mature ones or is taking current offerings into a developing country, emerging

markets are ripe with opportunities. Taking advantage of these growing economies can give a company the competitive edge they are looking for in global markets.

2. Form strategic partnerships, Thompson, Strickland, and Gamble write those strategic partnerships can help by «filling gaps in technical expertise and/or knowledge of local markets». As we mentioned above, partnering with an International PEO gives companies access to in-country experts. An international PEO not only provides insight into local labor laws but also helps companies on-board top talent in their desired country, even in countries that might face labor shortages.

3. Innovate everywhere, innovation should be a part of every aspect of a business. Companies need to innovate at every level, especially when planning for a global expansion. The key to innovation is to develop a strategy that harnesses market trends, as opposed to reacting to them. Companies that can do so successfully as they expand into new markets gain the edge over their competition. By employing a strong strategy, understanding local labor laws, focusing on speed to market, and using partnerships to drive efficiency and innovation, companies can gain the competitive edge they are looking for in the global marketplace [30].

Analysis of the competitiveness of global brands in the global market. Businesses are striving to build up a distinct image by making differences with small details in the eyes of customers who have freedom of choice in today's competitive environment. Therefore, businesses are not only paying more attention to branding operations and endeavor to draw their clients to their own products, but they are spending time, money and making efforts to keep them to their brands and make them loyal to their own brands.

One of the primary duties of business managers is determining the demands and needs of the target audience and developing strategies accordingly. And one of these strategic decisions is the brand management. Therefore, it can be argued that brand management is one of the most important strategic factors to gain and maintain a competitive advantage.

3.2. Modern problems of global brands and ways to overcome them

Reaching local customers, that knockout creative concept that ticks all the boxes in one territory may fall flat in another for any number of reasons. Adapting an idea to suit diverse cultures and outlooks while remaining true to the key messages behind the campaign remains a major challenge for global brands.

Stewarding these creative, intellectual, and emotional elements safely across territories is one mighty task. But figuring out digital media on a global scale – with all the technical, media and channel options available – makes the picture even more complex.

Driving local consumer engagement at the highest possible level is an ongoing work in progress. Not surprising when you consider the differing levels of marketing maturity and digital understanding, legal and regulatory issues, and cultural subtleties across the globe.

You can never take anything for granted – what may be true at the start of the campaign process might not be six months down the line. Global marketers must constantly research and test to ensure they fully understand their local audience.

Measure, report and improve, measuring ROI is amongst the greatest global marketing challenges – global marketers need to report on campaign performance in different regions, with large budgets at stake. Ultimately global marketers are judged on the performance of their campaigns – showing ROI is showing value in what they do [31,42].

Working out rock-solid objectives with associated key performance indicators (KPI) at the outset is a ‘must-have’ for balanced reporting. Yet, at the same time, global marketers must be able to ‘flex’ the interpretation of data coming from several different environments to make it meaningful and digestible. Delivering consistent measurement across a multitude of channels and geographies remains a challenge, particularly when boards demand short-term results.

It is crucial to set out clear goals from the start of the campaign and to ensure that all teams know what these goals are measured against. If a campaign does not perform well, a postmortem need to be carried out so that lessons can be learnt, and measures can be taken to improve the following campaign.

Handle creative development, another key global marketing challenge is the ongoing strive for global campaign consistency, while achieving local relevance. There are differing schools of thought on how to achieve this; but the mantra of ‘act global think local’ remains a central tenet for global marketing directors [31].

Localization of the big idea for different territories is the default for all global brand guardians, but the methodology for doing so is somewhat polarized. Whatever route people are taking, localization and a focus on smart implementation are firmly on the agenda when it comes to rolling out global creative that resonates wherever it lands. Whether you choose to carry out the localization of your global campaign in-house, or trust a partner agency to adapt your campaign, it is important to put as much effort into implementing your campaign globally, as you would in the creative development. Understand customer wants and needs, there is a clear need to align campaigns to diverse cultural and social sensitivities. It is just part of the jigsaw our marketers need to piece together. But targeting messages on a global scale also requires a deep understanding of how industries, geography and demographics will affect messaging. Brand affinity and consumer behavior are affected further by the strength of country economies – yet another layer of complexity.

Extensive in-market research is required to validate not only the creative idea, but the tactics deployed to bring the brand message to market. Whether you use your own local teams or a global creative production partner who can help with in-market research, collecting learnings and testing is a crucial step towards global campaign success. Digital and social performance, how to integrate social into a wider campaign remains a focus for many global marketers. Reliable reporting about the impact of social on awareness and sales remains elusive despite the deluge of data available. Such reporting is sometimes hard to align with the more traditional ROI markers from advertising or direct marketing [31].

Breaking through cultural barriers, a one-size-fits all approach to marketing is a death wish for brands. Language barrier aside, brands must fully understand local markets before driving any new initiatives.

For example, cultural norms might prevent customers from purchasing specific items such as swimsuits or books, or from shopping during a holiday. A particular offer or email can easily offend a shopper in one country while engaging an individual in another. Brands need a strong team dedicated to understanding the local market before hitting the planning stages of a new initiative. Leveraging insights from big data, for example, is one way of doing this effectively, but it also takes careful observation and study of a society's cultural norms before embarking on a new program.

Technology adoption, every country is at a unique spot on the spectrum of technology adoption, presenting one in several key challenges in international branding. This is especially important to keep in mind for campaigns with a digital or mobile component.

While the US shopper might value an exclusive mobile app or push notification on their phone, users in Latin America may prefer direct email. That is because the smartphone use in emerging markets is following a different path of adoption than developed countries. Infrastructure upgrades, evolving telecom laws and expensive data plans can all play a role in determining regional technology preferences. An investment in personalization technology enables brands to focus their efforts in the right channels, and make relevant offers based on the individual's location, preferences, and interests.

The following are challenges in international branding. Disparate teams a disjointed team can make or break a new product launch or company-wide rollout. Coordinating across regions requires careful planning, attention to detail and constant communication across departments.

Rolling out a new ecommerce platform in different regions at once, for example, reinforces the brand's image to its customers. Managing a geographically dispersed team requires a strong internal communications strategy and buy-in from

each team member. Holding each other accountable for reaching the goal will help brands meet their objectives and roll out new regional programs while avoiding costly delays [31].

Legal obstacles in addition to infrastructure, brands must take legal implications into account. The legal or political landscape can slow down a company's entry into new markets or delay a costly launch. Understanding a new market involves thorough knowledge of the political and legal structure as well as the culture and language. Let it fall to the wayside and your organization may experience expensive delays that hurt the brand's global image.

The key advantage of globalization lies in the potential to increase market value and build a global brand image. Marketing campaigns, product launches and new technology integrations offer a nerve-racking but exciting experience for organizations ready to take the business to the next level. Missteps often occur when brands overlook these common challenges in international branding.

Integrating solutions, tools and technologies into the planning phase will prevent brands from hurting their image and will help capture a coveted global audience [32].

The 4 biggest hurdles for global brands are that the idea of international marketing brings about some tremendous challenges for agencies that serve global brands. Finding a way to connect a product or service with an international market is complex enough. However, it can also be a challenge to manage the process of international marketing.

These challenges are issuing those global agencies frequently face. Luckily, there are ways these obstacles can be overcome to help a brand successfully reach more people in more places.

Managing expectations between international sales offices and marketing teams [32].

One of the biggest issues global communications agencies face is sorting out ownership of localization tasks. For example, say your business has decided to expand into France. You may have a good amount of marketing content that is

written in English, but someone needs to translate it. Does your French sales office handle the translation? Or would you be better off engaging with a professional agency to help with the translation? Either way, who will manage the project?

This is a common international marketing challenge for agencies. To overcome this ownership problem, be sure to start with an open dialogue between all stakeholders in your organization, and together develop a well-mapped process for how you will handle the localization of marketing content and other types of collateral.

Understanding regulatory commerce laws. Companies that want to market their products or services internationally must have a robust understanding of the laws that affect trade in different countries. In some cases, this understanding is not easy to come by.

In Brazil, for example, many businesses face an uphill battle when they attempt to export goods there. Even though the South American country is the fifth biggest by population in the world and a major part of the trade-in the Americas, research shows that Brazil is a challenging market for exporters because of a complex market and a lack of easily accessible information about Brazilian commercial regulations. This problem can be especially challenging for small businesses.

One of the best ways to overcome this challenge is by obtaining local assistance in the new market. A specialist like a customs advisor or a regulatory expert can help keep you up to date on all pertinent laws that affect your international business. This understanding will make it easier for you to comply with them.

Balancing cost and time to market, timing is crucial in commerce. Strike while the iron is hot, and you can enjoy strong sales and huge success in your chosen field. Investors who were able to capitalize on the recent bubbles in housing and technology in the United States know this lesson all too well [32].

In the context of international marketing, however, timing is a bit more complex. Enter or significantly expand your company into a new market too soon, and you run the risk of not only lost revenue but potentially damaging your brand

for potential future efforts. But if you take too long adjusting your approach. There is a chance that you will lose out on valuable market share. In a research survey, Ernst and Young reported that two out of every three companies plan to increase their number of external partners in the next three years.

Once your marketing campaigns have an approach that is sufficiently targeted toward a new audience. But still maintains your brand values and accuracy, it is probably time to expand your globalization efforts.

Choosing a workflow for global marketing; deciding on a workflow can be one of the most significant international marketing challenges since different types of offices in different locations will not think the same about their shared projects.

For example, if you are working on adapting a website to the German market, you may be working with a head office in the United States, a sales office in one part of Germany, and localization specialists in another area. Each of these three parties will need to collaborate on the website. Yet, they probably will have different views on which approaches are best for localizing a Web presence.

There are two main ways to resolve this problem; first, create an established workflow that everyone can easily understand. One method that is often used on localization projects for global agencies is the agile method. This philosophy allows many things to get done at once in bursts of activity, instead of completing one element of a project at a time.

The other key factor that will help improve workflow challenges is ensuring that everyone is aware of the desired process. You should make it easy for in-house team members and external localization partners alike to understand the timing and responsibilities of your global marketing tasks [32].

You can greatly boost your revenue by balancing local and centralized activities. This will lower your costs on resources and knowledge. I have made a list of six tips for an effective and successful digital marketing campaign.

1. Define and separate the global from the local activities.

When a company is going global, the difference between global and local activities must be defined clearly to make the most out of this global expansion. It is

also important to give local teams enough freedom to implement and adapt the global to make it comply with local characteristics.

Some parts of the company are better to be managed globally, such the brand naming, overall planning, and budgeting. Other parts of the company are better managed locally, such as local marketing, PR events, and communication on social media channels.

2. Resonate with the local market needs. This part of marketing is often overlooked, even by experienced marketing teams, which is sad but true. That is why I want to tell you about it, so you will not forget about it. I am talking about regional differences, something that is more important than most people think [32].

You can use the local differences as leverage to build a brand that cares about local culture and the people living in that area. So, try to develop a single approach in your company that can easily be adjusted to local needs.

3. Build a proactive marketing strategy. It is still a great idea to make an analysis of all the activities in your company before you expand into new regions and countries. Consider each different customer behavior and characteristics, but also the local laws and the average income in specific regions. This will save you from additional costs and makes implementing your business plan on a local level much easier [32].

4. Make your local campaign energetic, other than your global marketing plan, the local marketing plan should be scalable easy to adapt. Each department of the overseas part of the company must be able to fulfill brand goals, you can hire a global campaign manager to do this job for you. This way, you are guaranteed an excellent workflow and great communication between the global and the local offices.

The way business activities are planned must be consistent and clear, every person involved must be able to implement the work schedule, project objectives and deadline into his or her workflow. Keep things like time zones in mind when launching new marketing campaigns, so include the different time zones on the agenda.

5. Keeping track of the processes, perhaps the biggest challenge in global marketing, monitoring, and coordinating activities in multiple countries. Make sure to remember the following things when planning activities in multiple markets:

Set up KPIs and other metrics from the very start of your marketing campaign. Differentiate global from local metrics—they should not coincide on various market levels. Their results must be aligned at the final stage only [33;53].

Collect the KPI data from each team and keep the data separate. By doing so, the influence of each team can be better measured in a straightforward way. Make the data easily accessible to each team.

Deliver the best practices to each single department. Keep in touch with in-market teams through your managers, analyze the data and make current decisions based on real-life data.

6. Debrief your final consequences. At the end of a marketing campaign, make sure to draw conclusions and see the insights you gained. Then do your best to reverse-engineer and know what gave you the biggest benefits and avoid pitfalls in future campaigns. You can use automated software to retrieve data and use it to respond to feedback from customers [33].

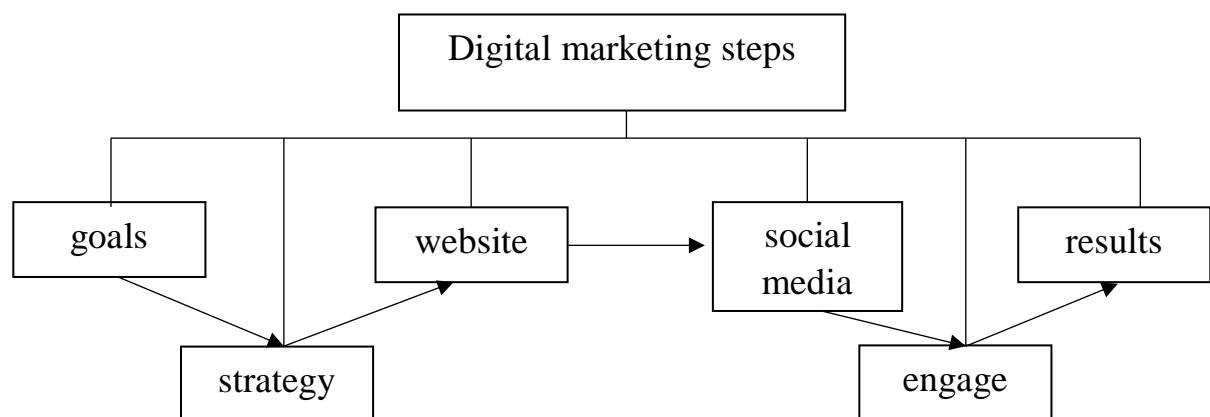


Figure 3.1 –Steps of digital marketing [41]

Modern problems of global brands and ways to overcome them. It is no small question, and it is a particularly important one if you work in the complex world of global marketing. You may have come across some hurdles before, or you might just be wondering what is in store as you prepare to take your brand global. Read on to find out more on the common global marketing challenges and to discover our

solutions. Globalization has provided numerous opportunities for new regional revenue streams. However, globalization has also made it a challenge for brands to create a five-star customer experience. Global marketing campaigns, product launches or IT integration all have multiple layers of challenges that must be addressed long before the planning begins. Let us examine the top 4 challenges in international branding marketers and business leaders must overcome to captivate their international audiences.

Globalization and the rapid growth experienced in emerging markets in Asia, Africa and Latin America fueled the growth in international business in the last decade. The Western markets are now growing slower and even the growth rate in the emerging markets has sharply fallen in the last two years. These factors along with the Brexit (UK's decision to leave the European Union) and the America first policy being propagated by the new President of The United States of America pose grave challenges for International Marketing and Business

The challenging circumstances described above make us wonder about the future of globalization and international marketing. Let us look at some of the key challenges and options to overcome these challenges.

1. Slow growth in the developed markets

The foremost challenge facing us is slow growth in the developed markets. It is a fact that the growth rate in developed markets has slowed down. An International marketer however, remains to remember that despite the slow growth rate these markets remain large markets and that all marketers would need to continue to target these markets.

2. Falling growth rates in emerging markets

The second big challenge facing the world is falling growth rates in emerging markets. Despite the fall in growth rates of a lot of emerging markets a marketer needs to remember that the emerging markets will continue to grow at a faster pace than the developed markets. This is because of their large population and rising income levels which gives a boost to demand in these markets. Thus all international

marketing organizations' need to look beyond the developed markets and focus their efforts on all emerging markets too.

3. Demographics

The third key factor to remember is demographics. The population in developed western markets is aged whereas the emerging economies have a younger population. The emerging markets will, therefore, remain important and international marketing organizations, therefore, will need to continue their focus on emerging markets.

4. Increased competition and innovation

The fourth important factor is that of increased competition and innovation. Companies in the developed world will be challenged by more and more companies from emerging markets. Organisations which focus on innovation to reduce costs or increase the perceived benefit to their customers will thrive.

5. The increased role of communication

The last important consideration would be the increased role of communication. The role of communication will further go up as companies from one part of the world acquires customers from very different parts of the world. A successful international marketing organisation will therefore, need to focus more and more on its efforts to communicate effectively with its customers.

One of the biggest challenges faced by international marketing managers today: Lack of communication.

Even when it looks like all marketing teams are doing what they should and it looks as if all is well, it's important to keep the teams talking together and keep all the noses pointed in the same direction. After all, a marketing-plan was made and it's important that everybody within the company sticks to the plan.

Marketing managers that do not have a plan, or do not follow this plan all not equipped to do a good job and communicate with the rest of the team(s). So, keep an eye out for people not following the plan for whatever reason, or hire experts to keep others on track. This is especially important when a part of your company is

operating overseas. We all know the effects of employees not doing their job correctly, so I'll not talk about this in this article.

In addition to this, poorly collected data or a lack of data can cause incomplete communication between marketing managers and their superiors which will have an effect on the board of directors and even the customers.

The company needs a strong international structure. When you want your company to be internationally active, you need a team that is up for the challenge. The way to have capable teams is to structure the business in an easy-to-understand way so that new employees know where and how to get the resources needed for their job.

The environmental issues of the world. Sustainability is high on the agenda of many global companies, take Coca-Cola for example, they want to be completely plastic-free in 2030 which I absolutely love. The UN's Sustainable Development Goals (amongst other companies) has made environment-friendly solutions at the front page of their agendas.

The other six challenges facing brands outlined in 2021;

1. Responding to recession

The seismic events of 2020 will echo long into the coming year: marketing strategies are being reshaped to suit the new e-commerce reality, media budgets have been slashed, brand-building activity is on hold. A shift toward investment in performance marketing is accelerating the trend toward digital channels, with Amazon and TikTok among the growth stories. At the same time, brands must find new creative solutions to achieve distinctiveness in the post-pandemic marketplace.

2. Staying effective in the age of e-commerce

The COVID-19 pandemic has accelerated e-commerce growth globally. Responding to this trend is a top priority for 2021 with brands bringing forward plans to rethink distribution and experimenting with new models. Some are exploring direct-to-consumer options, looking for ways to make it easier for consumers to repeat purchase. This shift in distribution will have a knock-on effect on brand strategy and media investment.

3. Engaging at-home consumers

With restrictions on consumers in many major markets expected to last well into 2021, the ‘at home’ lifestyle will remain a driver of change, and potentially new opportunity. For brands, this means discovering where and how to become a welcome part of our at-home lives.

4. Succeeding in the closed web

The third-party cookie is on the verge of obsolescence, as a consequence of regulatory pressures and the unilateral actions of companies including Apple and Google. This hands even more power to the major ‘walled gardens’ such as Amazon and Alibaba – at the same time as their share of ad investment is surging. With digital advertising dominated by a small number of media platforms, marketers face the daunting task of managing their activity across those garden walls.

5. Structuring for volatility

Businesses will continue to feel disruption into 2021, with the ongoing upheaval of COVID-19, a severe economic recession, and in some markets ongoing protests ranging from Black Lives Matter to anti-vaxxers. For some marketers, this will be an opportunity, as they lead the response to a volatile market and help their businesses transform.

6. Finding the white space in wellness

Health and wellness will remain center-stage as the rebuild begins. A growing range of brands are moving into this space, adapting to cater to emerging consumer priorities around both physical and mental wellbeing. As healthcare becomes more digital, brands need to carefully consider their offerings to ensure inclusivity and trust.

In our modern lives, if you see one of the above icons, it likely causes you a lot of anxiety. We rely on technology in our daily lives so much that the thought of no Internet, or a stalled device, or no cell service, or no battery power, means we’re not digitally connected to the world around us.

As modern marketers, we make a living ensuring our companies are digitally connecting and engaging with our customers—ensuring each touchpoint is

personalized and optimized to our audience's preferences for delivery at the right time and for their device type.

While I can't solve your daily device and digital connectivity issues, if you're a global marketer and the following four modern global marketing challenges resonate with you.

Conclusions for chapter 3

Businesses are striving to build up a distinct image by making differences with small details in the eyes of customers who have freedom of choice in today's competitive environment. Therefore, businesses are not only paying more attention to branding operations and endeavor to draw their clients to their own products, but they are spending time, money and making efforts to keep them to their brands and make them loyal to their own brands. One of the primary duties of business managers is determining the demands and needs of the target audience and developing strategies accordingly. And one of these strategic decisions is the brand management. Therefore, it can be argued that brand management is one of the most important strategic factors to gain and maintain a competitive advantage.

Modern problems of global brands and ways to overcome them. It's no small question, and it's a particularly important one if you work in the complex world of global marketing. You may have come across some hurdles before, or you might just be wondering what's in store as you prepare to take your brand global. Read on to find out more on the common global marketing challenges and to discover our solutions. Globalization has provided numerous opportunities for new regional revenue streams. However, globalization has also made it a challenge for brands to create a five-star customer experience. Global marketing campaigns, product launches or IT integration all have multiple layers of challenges that must be addressed long before the planning begins. Let's examine the top 4 challenges in

international branding marketers and business leaders must overcome to captivate their international audiences.

Forecasting the activities of global brands in the global market. Forecasting is a technique that uses historical data as inputs to make informed estimates that are predictive in determining the direction of future trends. Businesses utilize forecasting to determine how to allocate their budgets or plan for anticipated expenses for an upcoming period.

Business forecasting consists of tools and techniques used to predict changes in business, such as sales, expenditures, profits, and losses. The goal of business forecasting is to develop better strategies based on these informed predictions; helping to eliminate potential failure or losses before they happen.

In our opinion we researched the analysis of the competitiveness of global brands in the global market. Businesses are striving to build up a distinct image by making differences with small details in the eyes of customers who have freedom of choice in today's competitive environment. And one of these strategic decisions is the brand management. Therefore, it can be argued that brand management is one of the most important strategic factors to gain and maintain a competitive advantage. And we looked at the modern problems of global brands and ways to overcome them. Globalization has provided numerous opportunities for new regional revenue streams. However, globalization has also made it a challenge for brands to create a five-star customer experience.

CONCLUSIONS

Companies that have good branding strategies will mostly be able to prosper and companies without will not. The essence of a global branding strategy is the balance between consistency and flexibility. At the same time, you must have the flexibility to adapt strategies to the local culture without losing your essence. The search for this balance is vital to the success of a global brand. Global brands are brands that are recognized throughout much of the world and firms employing this unified approach use a similar marketing strategy to support the brand and its development everywhere.

International marketing is important to help raise a brand reputation it gives the company exposure all over the world. International marketing is multinational process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchange that satisfy individual and organizational objectives.

Several benefits available due to international marketing. It ensures survival for a company and a country, nations can get benefits of division of work and specialization, it also helps in balancing unequal distribution of natural resources, extending product life cycle by selling products in other nations.

Branding as part of the marketing activities of TNCs, international or global branding can help a company to market its product or service in many different countries around the world. Although, history indicates that global or international marketing requires large budgets, emerging communication techniques such as social media can make global campaigns affordable for every company regardless of its size. The importance of branding to a global company cannot be over emphasized. The success of most global companies like Coca cola, Mc Donald's, Nike, Apple Samsung, Sony among others can be partly attributed to effective branding.

The main global brands of the world market and their general characteristics as companies expand globally, a brand like Coke or Nike can be the greatest asset a firm has, but it also can quickly lose its power if it comes to signify something different in every market. The brand should mean the same thing everywhere. Successfully leveraging a brand's power globally requires companies to consider aggregation, adaptation, and arbitrage strategies all at the same time, beginning with defining the universal «heart and soul» of every one of a company's brands (aggregation) and then expressing that in suitable words, images, and music (adaptation and arbitrage).

Marketing analysis of global brands in the global market A marketing analysis is a study of the dynamism of the market. It is the attractiveness of a special market in a specific industry. Marketing analysis is basically a business plan that presents information regarding the market in which you are operating in. It deals with various factors and should not be confused with market analysis.

Analysis of economic activity of global brands in the global market. Overall, brands contribute significantly to the process of adaptation and growth, which is crucial to a competitive economy. Branded products that fail to deliver on what buyers want will disappear quickly, making space for new and more effective alternatives.

Companies that are global should have a good understanding of analysis of the competitiveness of global brands in the global market. This will give an overlook on how competitiveness can help a company's strategy. Businesses are striving to build up a distinct image by making differences with small details in the eyes of customers who have freedom of choice in today's competitive environment. Therefore, businesses are not only paying more attention to branding operations and endeavor to draw their clients to their own products, but they are spending time, money and making efforts to keep them to their brands and make them loyal to their own brands. One of the primary duties of business managers is determining the demands and needs of the target audience and developing strategies accordingly. And one of these strategic decisions is the brand management. Therefore, it can be

argued that brand management is one of the most important strategic factors to gain and maintain a competitive advantage.

Many companies that expand or go global faces many modern problems of global brands and they are ways to overcome them. It is no small question, and it is a particularly important one if you work in the complex world of global marketing. You may have come across some hurdles before, or you might just be wondering what is in store as you prepare to take your brand global. Read on to find out more on the common global marketing challenges and to discover our solutions. Globalization has provided numerous opportunities for new regional revenue streams. However, globalization has also made it a challenge for brands to create a five-star customer experience. Global marketing campaigns, product launches or IT integration all have multiple layers of challenges that must be addressed long before the planning begins.

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