

Strategies of International Companies in Turbulent Marketing Environment*

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ABSTRACT. Marketing strategies of international companies in turbulent global environment conditions have been examined and their typification has been propounded by the successfulness criterion for companies operating on the international industrial and consumer goods and services markets.

KEY WORDS: International marketing strategy, global environment turbulence, world industrial goods market, world consumer goods market, world services market.

Introduction

Global changes in the world economy during the recent years have actualized for the most part of international economic activity players the issue of revision of proper strategic goals and methods of operation in accordance with the changing marketing environment. The marketing strategy as indispensable part of the general company business strategy becomes the principal instrument of efficient international company management in the conditions of global environment turbulence.

Among the marketing strategies most frequently used by the international companies, the following ones should be mentioned: increasing the market share (characterized by the average sales volumes tending to increase, high marketing expenses, flexible prices and aggressive new market segments penetration) — a strategy used by companies which, having considerable financial resources, produce innovative goods that are at the initial stages of life cycle, are of good quality and much in demand on the world market; holding positions in the developed markets (characterized by intensive sales, medium marketing expenses, high prices and steady advertising) — used, as a rule, by companies which are

* This article was translated from its original in Ukrainian

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present on the market during a large period of time, have a certain potential, stable sales, considerable number of customers, but, under different circumstances, temporarily come across financial difficulties; protection of own market position (characterized by medium sales intensity, reduction of marketing expenses, medium or low goods prices, passive «supporting» advertizing) — used by companies the product market of which is at the stage of slump and the firm itself has limited financial resources, the advertizing does not result in the desired outcome and the main factor forming the demand on the relevant market is the low price etc.

Yet in the conditions of global economic development turbulence caused during the recent years by powerful financial and economic crises in most world countries, the international companies are forced to use non-standard crisis management strategies the successfulness of which depends in the first place on the adequate understanding of the characteristic features of the new marketing environment. So the objective of this work was examination of crisis management marketing strategies used by international companies and their typification by the successfulness criterion.

Works of such scientists as G. Assel¹, R Berger², I. Dool³, V. Keagan⁴, R. Cooper⁵, R. Low⁶ and M. Porter⁷ as well as many other experts, including Ukrainian and Russian ones, deal with examination of marketing strategies of companies.

Examination of companies marketing strategies in the conditions of global environment turbulence became actual during the last decades, which is caused by increasing in chaotic processes in the global economy which is stressed by J. A. Kaslione⁸, F. Cotler⁹, J.-J. Lamben¹⁰. Special consideration should be given to the specific character of use of marketing strategies by international companies

¹ Assel G. Marketing: Principles and Strategy — Moscow: INFRA-M, 1999. - 804 p.

² Roland Berger Strategy Consultants official website. — <http://www.rolandberger.com/> The world economy and the success of the German economic model.

³ Doole I. and Lowe R. International Marketing Strategy — Analysis, Development and Implementation. — Thomson Learning, 2001.

⁴ Keegan W.J. Global Marketing Management. — Prentice Hall, 2002.

⁵ Peter Cooper, Simon Patterson. Money can't buy me love [electronic resource] — Access mode: <http://www.marketing-society.org.uk/non-member/knowledge-zone/Pages/money-can%27t-buy-me-love.aspx>

⁶ Doole I. and Lowe R. International Marketing Strategy — Analysis, Development and Implementation. — Thomson Learning, 2001.

⁷ Porter M., Competition (M.: Williams, 2003), 496 p.

⁸ F. Kotler Haotyka: management and marketing in the age of turbulence, Kotler, JA Kaslione (K. Himdzhest, flat, 2009), 208 p.

⁹ Electronic Edition RBC Ukraine. Firm of «Today vazhnee predvydet, nezhely reahyrovat on already sluchyvshiesya events.» — Mode of access: http://www.rbc.ua/ukr/interview/show/f_kotler_segodnya_vazhnee_predvidet_nezheli_reagirovat_na_uzhe_sluchivshiesya_sobytiya_1253527596/

¹⁰ Lambe M-F., Stratehychesky marketing perspective Evropeyskaya, Trans. s French (St. Petersburg.: Science, 1996), 589 p.

on the world markets of goods of different purpose. Yet, to our opinion, this issue was not sufficiently covered by the domestic literature which makes this publication relevant.

Marketing strategies of international auto maker companies

Chaotic changes that recently took place in the world economy the most affected the manufacturers of industrial products. For example, as a result of the world economic and financial crises, the manufacturers in the countries of the so called «triad» underwent the largest output reduction in the sector of industrial machine building (Fig. 1). The decrease in production output in 2009 as compared with 2008 made from 11.2 % in Italy to 42.1 % in Japan. At the same time, the economic crisis practically did not affect the Chinese manufacturers which demonstrated an output increase by 6.7 % as compared with the previous year in 2009 and by 17.2 % in 2010¹.

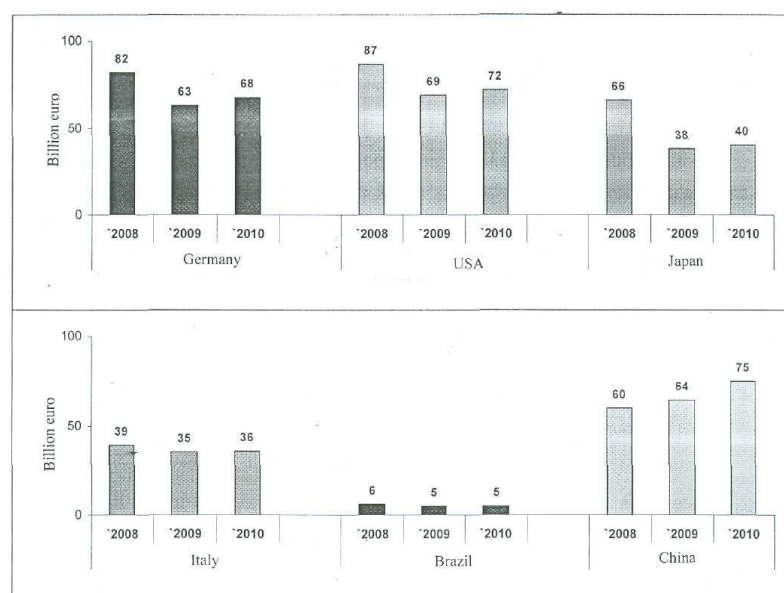


Fig. 1 Changes in production output in industrial machine-building in the leading world countries [billion Euro] (compiled based on the «Economic crisis in the car industry»²)

¹ Economic crisis in the car industry. Roland Berger Strategy Consultants official website / Electronic resource [Access mode]: <http://www.rolandberger.com/>

² Economic crisis in the car industry. Roland Berger Strategy Consultants official website / Electronic resource [Access mode]: <http://www.rolandberger.com/>

Turbulent changes in the world machine-building market caused by crisis processes affected first of all the auto production and sales. So the most significant for the analysis in this industry are, to our opinion, the marketing strategies of the auto producers.

There was negative development dynamics for practically all the world auto producers in 2008-2009 (table 1): the companies that suffered the largest output reduction were Daimler AG, Chrysler and Mitsubishi, whereas an output increase was demonstrated only by the Chana Automobile and Hyundai companies.

*Table 1. Dynamics of auto production by the largest companies**

Auto producer	Output 2009, ps	Output 2008, ps	Increase, %
Total	60 499 159	69 561 356	-13
Toyota	7 234 439	9 237 780	-21.7
General Motors	6 459 053	8 282 803	-22
Volkswagen	6 067 208	6 437 414	-5.7
Ford	4 685 394	5 407 000	-13.3
Hyundai	4 645 776	2 777 137	+67.3
PSA	3 042 311	3 325 407	-8.5
Honda	3 012 637	3 912 700	-23
Nissan	2 744 562	3 395 065	-19.2
Renault Nissan	5 040 571	5 812 416	-13.3
Fiat	2 460 222	2 524 325	-2.5
Suzuki	2 387 537	2 623 567	-9
Renault	2 296 009	2 417 351	-5
Daimler AG	1 447 953	2 174 299	-33.4
Chana Automobile	1 425 777	513 149	+178
B.M.W.	1 258 417	1 439 918	-12.6
Mazda	984 520	1 349 274	-27
Chrysler	959 070	1 893 068	-49.3
Mitsubishi	802 463	1 309 231	-38.7

*Compiled based on the «World Motor Vehicle Production. OICA correspondents survey 2009».

Yet, already in 2010 the world auto sales volumes as compared with 2009 increased by 11.8 %, and the most positive dynamics had

such companies as Daimler AG – 22% as compared with 2009, Renault-Nissan – 19.6 % and Hyundai – 16.3 %¹.

Analysis showed that the basis of overcoming the consequences of the world crisis for most of the auto companies belonging to the list of the most expensive global brands in the world (table 2) was the development of efficient international marketing strategies.

*Table 2. The most expensive global auto brands in the world in 2010**

2010 rating position	2009 rating position	Brand	Country of origin	Brand value (billion dollars)	Change in the brand value, 2009–2010, %
11	8	Toyota	Japan	26.192	–16
12	12	Mercedes-Benz	Germany	25.179	+6
15	15	BMW	Germany	22.322	+3
20	18	Honda	Japan	18.506	+4
50	49	Ford	USA	7.195	+3
53	55	Volkswagen	Germany	6.892	+6
63	65	Audi	Germany	5.461	+9
65	69	Hyundai	South Korea	5.033	+9
72	74	Porsche	Germany	4.404	+4
91	88	Ferrari	Italy	3.562	+1
98	73	Harley-Davidson	USA	3.281	–24

*Compiled based on the «Interbrand's Best Global Brands 2010»².

2010 was not quite good for the Japanese Toyota auto company not only in view of the global environment turbulence. During many years the company positioned itself as a leader in the sphere of reliability, safety, efficiency, innovation, durability and stability based on the innovative developments of hybrid engines. At the same time, most of all the company endeavored to increase the market share which objectively jeopardized the quality and reliability of the products. The forced recall of 7.4 million of the Toyota cars from the world markets during 2010 due to detection of manufacturing defects in the cars resulted from the use of common parts and technologies for a number of models which resulted in

¹ TOP-10 of the world auto producers rating [Electronic resource] — Access mode: <http://www.autoexpert.in.ua/ru/summary-forecast/top-10-autoproduction-2010-06.html>

² Interbrand's Best Global Brands 2010. Electronic resource — [Access mode]: <http://www.interbrand.com/en/best-global-brands/Best-Global-Brands-2010.aspx>

technical problems for several brands simultaneously¹. Thus, the single corporative brand of the Toyota concern which previously constituted one of the major advantages of the company became its hardest strategic marketing problem.

The new marketing strategy of the company based on expansion on the auto markets of the developing countries and intensification of the sales of the economy Etios compact-car on the markets of India, China, Thailand and Brazil may help the company to recover the auto sales volumes of old all over the world and restore the high value of the brand. Yet, in view of the consequences of the earthquake in East Japan in May of 2011, so far the auto industry in Japan restores its full-scale functioning rather slowly.

However, the world-known Premium auto brands of Germany (Mercedes-Benz, BMW and Audi) overcame the crisis rather well. Thus, the Mercedes-Benz company kept on observing its principal values: safety, luxury, skill, permanent innovations, being proud of its products. More precise specification of the market segments and product line repositioning towards the luxury class products with the relevant changes in the pricing policy² proved to be conducive to the current «harmonization» of the image of the company. Adhering to traditionalism and conservatism, Mercedes-Benz takes most seriously the eco-friendly «green» technologies and also seeks to consolidate and expand its positions in the youth segment of the consumer market demonstrating the sporting-ness and creativity of the new models (Mercedes SLS E-Cell).

According to the results of 2010, BMW got ahead of its main competitors by the number of sales of premium-class cars all over the world. Now the company gradually moves away from its traditional focus on technological issues of implementation of engineering solutions. Policy of sustainable development is an indispensable part of the modern corporative strategy of the BMW Group. It is exactly this policy that the concern follows beginning from development of economy cars and vehicles using alternative sources of energy and up to environmentally sound production processes with the materials recycling practice³. In 2011 BMW presented its new premium sub-brand BMWi created on the basis of a revolutionary marketing approach: individual decisions in respect of the premium-class in the sphere of providing for mobility with

¹ Toyota recalls seven million autos. Electronic resource I Press. [Access mode]: http://ipress.ua/news/toyota_vidklykaie_sim_milyoniv_avto_9372.html

² Joachim Schmidt Mercedes, Benz Cars Sales and Marketing Strategy. Electronic resource. [Access mode]: <http://www.daimler.com/Projects/c2c/channel/documents/2141486/pdf>

³ Art of the modern retro, Interview with the chief BMW designer. Electronic resource [Access mode]: <http://www.gazeta.ru/auto.shtml>

observance at the same time of the requirements of the ecological well-being concept¹. Furthermore, under the BMW Connected Drive brand, BMW plans to considerably extend the range of the services concerning its autos: optimal use of the existing parking sites, intellectual navigation systems with informational and entertaining functions depending on the place of location of the client, planning the route taking into account several types of vehicles as well as premium-class «car-sharing» (joint use of a vehicle)².

To date, the goal of the global marketing strategy of Audi is gaining the leading positions in the premium-class auto brands rating. The motto of the brand, «Advantage of high technology», indicates that the key element of operation of the company is increasing its efficiency based on progressive technologies within the scope of the general development concept. The Q5 model of Audi was recognized as the «Best automobile of 2010» among the racing line autos of the DTM championship. The new Audi A8 version is provided with up-to-date technological solutions, and with it the company plans to gain a respectable position among such premium brands as the 7th series BMW, S-class Mercedes and Porsche Panamera. During the next five years the Audi Company intends to invest 16.6 billion euro in development of new auto models, technologies and production lines. About 5 billion euro will be assigned for modernization of production at the company factories in Germany, and 9.5 billion euro more will be invested in development of new products and technologies, particularly, electric and hybrid drive systems. The marketing strategy of the Audi brand providing for extension of the model line of the premium segment products, advertising and sponsorship and focusing on creativity and innovation is called for helping to consolidate the global character of the brand in the future³.

Two another premium brands, Porsche and Ferrari, notwithstanding the consequences of the economic crisis, managed to maintain their market value in 2010 due to correct segmentation and differentiated positioning in the market niches selected. For example, the Porsche company works with the segments of expensive, exclusive sporting cars with excellent propulsive performance, cutting-edge safety and ecological compatibility technologies. The Porsche products comply with the high quality and safety standards combining at the same time highest dynamic characteristics with exceptional comfort for the passengers. The

¹ Automotive landscape 2025: Opportunities and challenges ahead. Roland Berger Strategy Consultants official website. / Electronic resource [Access mode]: <http://www.rolandberger.com/>

² BMW presents its new premium sub-brand — BMWi. Electronic resource [Access mode]: <http://www.autoconsulting.com.ua/article.php?sid=19185>

³ Audi Russia official site / Electronic resource [Access mode]: <http://www.audi.ru/ru/brand/ru>

company pays close attention to the products and production ecological compatibility issues and uses materials recycling technologies upon expiration of the service life of the automobiles.¹ Though the «green» technologies do not harmonize well with the sporting image of the brand, in 2010 Porsche presented its first hybrid model Porsche Cayenne S Hybrid², and by 2014 the company plans to create a whole line of autos that do not harm the environment.

The Ferrari Company went on with implementation of its strategy based on creation of an exclusive status. Even in the crisis times the brand remained loyal to its traditions, focusing the consumers' attention on speed, precision and passionate life style. The company makes good progress in its work due to combination of innovative technological solutions, team work and powerful marketing support of the emotionality of the brand³. Changes that occurred in the requirements of the European Union in respect of energy-conserving characteristics of the engines and toxicity of the exhaust gases forced even the producer of the fastest autos on the planet to start to create a hybrid automobile, Ferrari Hy-Kers.

As to the producers of mass autos, such as Ford, Volkswagen and Hyundai, they demonstrated positive development dynamics already in 2010 due to clearly grounded marketing strategies. Most significant are the measures taken by the Ford company which in the complicated conditions of the global turbulent environment, after suffering great losses, managed to come back to profitability. Its decision to give up a federal subsidy demonstrated the «rehabilitation» of the brand. In 2010 Ford was exceptionally innovative in the products design as well as in up-to-date technologies and auto models. Apart from that, the successfulness of the company was also due to the use of up-to-date marketing technologies including attracting the attention of the youth sector of the consumer market through social networks using different strategies of active communication in Twitter, Flickr and YouTube. In 2011 Ford applied the markets diversification strategy and began almost in fifty countries of the world the sales of the economy hatchback Figo which was designed for the Indian market. Responding to the urgent challenges of the sustainable development, Ford plans to start production of electric models in USA and

¹ Porsche Marketing Strategy Plan / Electronic resource [Access mode]: <http://www.docstoc.com>

² Porsche Cayenne S Hybrid — free navigation / Electronic resource [Access mode]: <http://ecoconceptcars.ru/2010>

³ Red Bull, Ferrari, Branding and Rase Strategy / Electronic resource [Access mode]: <http://F1us.co/2010>

abroad¹. In 2011 the company also presented diesel engines in heavy pickups and a hybrid Ford off-road vehicle.

The Volkswagen AG concern, notwithstanding the hard conditions for development of the German auto making industry in 2009, observed the «2018 strategy» which is aimed at gaining leadership in world auto sales by 2018. According to the strategy, within the next 10 years the Volkswagen brand has to become the most innovative mass produces with the highest quality in its class. Volkswagen believes that the key factor in gaining leadership is the consolidation of positions on the auto market of China which, according to the results of 2010, was the largest in the world (almost 18 million cars sold). The Supervisory Board of the German concern approved investments for the period of up to the end of 2015 in the amount of 10.6 billion euro. In the context of sustainable development, the Volkswagen Company jointly with the Sanyo Company developed in 2010 hybrid battery systems; it also cooperates with Audi and Mercedes-Benz on the market of Bluetec technologies which provide for purifying the exhaust gases of diesel engines. The Volkswagen AG concern uses the horizontal and vertical integration strategies and markets diversification with the use of adapted standardization strategies on them. A considerable advantage of the strategy of the Volkswagen AG multi-brand concern is the sufficient independence of the companies belonging to it².

The Hyundai Company, after concretizing in the crisis conditions the market segments of the world automobile market and correcting the brand positioning strategy, focused on the quality and high technologies. This resulted in the following achievements: in 2009 company took the fifth place among the world auto making companies; in 2010 it demonstrated the largest increase in the brand value in the industry³, becoming the 8th by the auto brand value and leaving behind Porsche and Ferrari. The 10-year guarantee for the automobiles became a considerable competitive advantage of Hyundai, too. Special attention should be paid to the partnership initiatives of the company in USA in respect of the clients who lost their jobs. New models, up-to-date design and considered sales policy made Hyundai «The 2010 event». Within the framework of implementation of the markets

¹ Rafael Grillo. Ford: A Sound Marketing Strategy to Deliver Long-Term Growth / Electronic resource [Access mode]: <http://seeringalpha.com/article>

² Volkswagen intends to invest 10.6 billion euro in China / Electronic resource [Access mode]: <http://www.salamnews.org/ru/news/read/38726/volkswagen-nameren-investirovat-106-mlrd-evro-v-kitay/>

³ Hyundai has the largest brand value increase in 2010 among the auto makers / Electronic resource [Access mode]: <http://>

diversification strategy the company developed and began to produce at the factory in Sankt-Petersburg the Hyundai Solaris model specifically for the Russian market. This automobile can create a considerable competition in the compact autos segment to models such as Volkswagen Polo Sedan, Citroen DS3, Chevrolet Spark, Audi A1 and Suzuki Swift¹.

At the same time, as a result of ill-conceived marketing policy, negative comments in the social networks and mass media, the Harley-Davidson brand suffered during the last three years dramatic reduction in the market value of the company. In 2010 only it fell by 24 % which is the worst performance among the world auto makers².

The above information makes it possible to typify the international marketing strategies of the auto makers in the conditions of global environment turbulence breaking them down into four groups: very successful, successful, conditionally successful and unsuccessful ones (table 3).

Table 3. Typification of international marketing strategies of the auto makers in the conditions of the global economic crisis of 2008–2010

Marketing strategy	Company	General effectiveness of the strategy
Strategy of holding positions on the existing markets, strategy of markets diversification and product development.	Toyota	Conditionally successful
Strategy of concentrated growth in the premium segment of the auto market.	Mercedes-Benz, BMW, Audi	Very successful, successful
Strategies of concentrated and integrated growth on the mass markets, strategy of adapted standardization.	Ford, Hyundai, Volkswagen AG	Successful, very successful
Strategy of concentrated and integrated growth in the sporting premium segment of the auto market.	Porsche, Ferrari	Successful
Strategy of protection of own market position.	Harley-Davidson	Unsuccessful

¹ Site of the official Hyundai dealer in Ukraine / Electronic resource [Access mode]: <http://www.paritet-hyundai.com.ua/>

² Harley-Davidson moves to unconventional marketing plan / Electronic resource [Access mode]: <http://www.bizjournals.com>

So, the strategies of concentrated and integrated growth supported by adapted standardization (Hyundai, Ford) and enjoying the advantages of a multi-brand concern (Volkswagen AG) proved to be the most successful for the mass markets. Strategies of concentrated growth with priority further development of the luxury class products (Mercedes-Benz, BMW and Audi) and the strategies of concentrated growth in niches (Porsche and Ferrari) proved to be successful for the premium segment of the automobile market.

Apart from that, the following key trends should be marked out among global trends that will define the development of world machine-building industry, including production of automobiles, during the next decade, and correspondingly also the relevant international marketing strategies: changes in the middle technological level industrial machine-building segment (considerable growth rates as compared with other market sectors – the sectors of high technology and low technology products; rapid rise in labor productivity in this segment; competition will be defined by the prime cost of the released products); moving the production facilities to the Asian countries (China becomes the number one producer, whereas the European countries lose the leading positions; productivity and product quality requirements in the Asian countries come close to the European level, yet the complete equipment manufacturers of the auto making companies in the European Union will be focused on maintaining the technological advantages and realizing the global presence strategies whereas the Chinese manufacturers see their primary task in promoting innovations and quality improvement as well as products reliability); move to «green» technologies (growing importance of the energy efficiency issues in Europe and Japan; at the same time, in other industries these issues will be only marketing technologies) and increasing focusing on ecological compatibility of automobiles – increasing number of electric and hybrid vehicles; disproportionately high growth rate of the compact inexpensive autos consumers segment with simultaneous loss by the automobile as a kind of goods of its traditionally high position in the system of values of the young part of population of the most countries.

Most of the successful auto companies on the world market already successfully take account of the said trends in the process of development of their marketing business-strategies, yet for maintaining the strong brand position it is necessary to take into account the real state of the turbulent global marketing environment and correspondingly adapt the marketing activity in right time.

Strategies of international marketing activities of the consumer goods manufacturing companies

In the period of development in crisis conditions, the international companies operating on the modern home appliances and electronics, clothes, shoes, everyday consumption articles manufacturing and sales markets had to adapt most flexibly to the new conditions of activity and promptly respond to the constant changes in the market conditions. That is why the correct choice of marketing strategy and its updating proved to provide for successful operation of companies both on the home and international consumer goods markets.

One of the consequences of the global financial and economic crisis is switching of the consumers to the state of strict economy which called forth very minute planning of personal expenses for several months in the future and drastic reduction of the volume of the so-called impulsive purchases. Consequently, a new competition model appeared on the everyday demand goods and consumer goods markets: the manufacturers clearly define their «essential advantages», decide on how to emphasize them so as to attach unique value to the brand, and then, according to such vision, provide for realization of the promotion strategy on the foreign markets. Exactly so think the analysts of the Appleton Mayer company and the experts of the Booz & Company who prepared a report on the world consumer goods market¹.

For example, the Procter & Gamble Company used a reduction strategy in respect of non-core assets such as the Sunny Delight brand, and acquired the Wella, Gillette and Clairol core brands instead, implementing the diversified growth strategy. During 2000 to 2010 the assets of the company increased from 10 billion dollars to 22 billion dollars.² Exactly the combination of the position of owner of the known international (Ariel, Tide, Pantene Pro-V, Safeguard, Camay, Pampers, Always, Tampax, Blend-a-Med, Wella, Londa, Gala, Shandy, Gillette, Mach 3, Duracell, Oral B, Braun and other) and digital technologies make it possible for the company to provide for considerable growth and much better efficiency of marketing expenses, enables to create really interesting integrated models of interaction with the consumers. The company constantly looks for ways of best combination of economic progress, social

¹ Back to the origins, New competition model on the FMCG/CPG markets. AppletonMayer electronic edition [Access mode]: <http://www.appletonmayer.com/data/analytics/2010/1205/>

² Procter&Gamble Ukraine official site / Electronic resource [Access mode]: http://www.pg.com.ua/site_map.htm

development and environmental protection with the view of providing for best life quality for the future generations.

Another consumer market giant, the Unilever Company, representing such world-known trademarks as Lipton, Brooke Bond, Besida, Calve, Rama, Crème Bonjour, Knorr, Domestos, CIF, Rexona, Sunsilk, Timotei, Axe, Dove, CLEAR etc, believes that its key advantages are the deep insight into the local markets and focusing on national traditions¹.

In the sustainable development context, the Unilever company sets itself as a global object reduction of salt content in its foodstuff products with the view of prevention from cardiovascular diseases; spends considerable amounts of money (about 3 million euro per year) for development of new approaches to provision for consumers safety without any experiments on animals; explains on the Facebook, YouTube and Twitter social web-sites the efforts of the company aimed at environmental protection. In 2010, the company demonstrated high sales volumes growth rates (4,1%) due to promotion of the brands on the markets of the developing countries, implementation of innovations and considerable increase in the investments in international marketing activities².

The crisis development conditions raised a number of issues also for the consumer goods manufacturers engaged in the sphere of electronic industry. Thus, the financial year of 2010 proved to be difficult for the Nokia Company which for a long time was considered the world leader in mobile phone and smartphone sales volumes but beginning from 2008 gradually lost its world market share, and in 2010 the brand lost 15 % of its value³. The crucial cause of this was that in consequence of late reorientation of the market activity the company lost an important and profitable market segment – the smartphone consumers segment.

Today the leaders in the sector of manufacturing the most advanced and technological mobile devices are Apple, Samsung and the Chinese HTC. In 2010 the value of the Apple brand increased by 37%. The Apple advertising campaigns and interactive web-sites remain diverse, but consistent, maintaining the extremely important role of the brand. On the whole, the marketing strategy of Apple was well-founded and logical. From the very beginning of cooperation with the consumer the company endeavored to excite his curiosity, gradually offering more and more attractive and expensive products: first the iPod Shuffle, iPod Nano players, then the iPod

¹ Unilever Ukraine official site / Electronic resource [Access mode]: <http://www.unilever.ua/aboutus/introductiontounilever/default.aspx>

² Our history. Unilever Global Company official site / Electronic resource [Access mode]: <http://www.unilever.com/aboutus/ourhistory/introductiontounilever/default.aspx>

³ Nokia

Touch player, the iPhone smartphone, the iPad tablets and, finally, the MacBook notebooks. The programs and content from Apple, developed based on the own Apple iOS operating system, are simple and easy to use, they have no viruses or any other traditional operating system problems. One more advantage of Apple was the availability of a FaceTime cross-platform for the alternative Skype¹. Apple maintains its leader position due to production of differentiated products with invariably high quality and excellent performance.

For increasing its presence on the world markets, the Samsung Company used the diversified growth strategy – constantly developing new products and taking into account up-to-date technologies and design. Samsung closely cooperated with Apple within the framework of manufacturing component parts for them. For demonstration and consolidation of the competitive marketing advantages, the company uses creative marketing solutions. For example, in 2010 an exceptionally successful PR campaign was carried out in Great Britain – the company employees, using the Twitter accounts, found users complaining about their new iPhone 4 devices, and offered them free of charge the Samsung Galaxy S. Such direct format of cooperation with the users in social networks was conducive to increasing the sales of the company products.

In the last years the Samsung Company moved from being an imitating products manufacturer to being one of the leaders in the sphere of digital TV technologies. The key cause of the success was the synergetic effect produced by investments in research and development, development of a most powerful own production base (in the beginning of 2011 the company announced its decision to consolidate its efforts for development of new microprocessor production technologies jointly with IBM within the framework of the Semiconductor Research Alliance SRA research programs), and successful marketing strategy providing for using a single «master-brand» for all segments. The company communications are focused mainly on premium products and premium audience, yet on the product line level there are attractive offers for all consumer market segments².

So, the marketing technologies used by the world consumer goods manufacturers within the framework of crisis management strategies of the companies for overcoming the consequences of the global

¹ Marketing strategy of Apple and other largest companies / Newapples.ru electronic edition / [Access mode]: <http://newapples.ru/2011/03/17analytics>

² Samsung CIS 2011: reportage from a «smart» forum / Electronic resource. [Access mode]: <http://zoom.cnews.ru/publication/item/26960/5>

recession may be broken down into three groups: very successful, successful and unsuccessful ones (table 4).

*Table 4. Typification of international marketing strategies for the period of crisis in the sectors of consumer goods**

Company	Marketing strategy (marketing technologies)	General effectiveness of the strategy
Everyday demand goods sector		
Procter & Gamble	Strategy of horizontal diversification by way of market and assortment expansion; strategy of adapted standardization.	very successful
Unilever	Strategy of horizontal diversification by way of market and assortment expansion; strategy of adapted standardization; successful communication policy in social networks.	very successful
Consumer electronics sector		
Nokia	Strategy of position consolidation on traditional markets; strategy of concentrated growth.	unsuccessful
Apple	Strategy of horizontal diversification by way of release of new technological products; well-conceived vertical integration policy.	very successful
Samsung	Strategy of conglomerate diversification; strategy of imitation; strategy of vertical integration; successful communication policy in social networks.	successful

So, the strategies of horizontal diversification with increasing the number of markets and expanding the range of products and adapted standardization of the international marketing activities proved to be very successful for the everyday demand goods sector. Moreover, in crisis conditions the active communication policy in social networks proved to be effective, too. In the consumer electronics sector, strategies of horizontal diversification by way of release of new technological products, conglomerate diversification and well-conceived vertical integration policy were used very successfully. Creative communication policy in social networks provided for additional competitive advantages for the companies.

Marketing strategies of the companies on the world services market

It is appropriate to begin the assessment of marketing strategies in this sector of activity of international companies from the retail trade. According to the information of «The Top 20 Most Valuable Global Retail Brands 2010», Wal-mart, Amazon, Tesco, Carrefour, Target, eBay, Home, Depot, ALDI, Auchan, Lowe's were entered in the list of the ten most valuable retail brands¹.

The Amazon Company (USA) is the largest company in the world in respect of the volume of sales of products through the Internet network. It came to a success due to its unique corporative policy, being the first company that used dynamic change in the lines of market activities in this sector; the potential of the Internet network enabled the company to communicate with much greater number of clients than in case of a conventional shop, and to offer much more product items. Now Amazon successfully operates in Canada, Great Britain, Germany, Japan, France and China². In the conditions of global economic environment turbulence, the retail networks look for marketing technologies, attraction of new consumers and provision for stable sales, and the success of Amazon shows that quite new opportunities are opened for the companies due to sharp increase in the number of the Internet users, namely: monitoring the product prices and the cost of their delivery; online detection of the products popularity ratings; discussion of products on forums in social networks etc.

The success of the ALDI retail network (Germany) working in the strict discounter format, results from its strategy of fixing minimum trading margins for a limited range of high-quality foodstuffs, mainly produced under own trademark. The policy of the network is aimed at reduction of costs due to maximum possible economy: minimalist design of the shop floor, simplified display of goods, reduced number of working personnel, electric power saving etc. The motto under which the ALDI network was developing remains topical: «Higher quality, lower prices». Now there are about 8200 ALDI shops in 18 countries³. In the periods of economic crisis the discounters enjoy increased popularity, but today increasing competition is felt on the part of internet-shops.

¹ The Top 20 Most Valuable Global Retail Brands 2010 Electronic resource [Access mode]: <http://www.wpp.com/wpp/marketing/consumerinsights/top-20-brands-2010.htm>

² Jacob Lepley. Amazon Marketing Strategy. / Electronic resource [Access mode]: <http://www.studymode.com>

³ Customer Marketing Assignment: Aldi Supermarkets. / Electronic resource [Access mode]: <http://www.slideshare.net>

During the recent years the so-called hybrid trade combining the traditional and online sales using the In-Store Pickup and Drive-In purchase systems becomes particularly popular in the world. First the In-Store Pickup and Drive-In systems appeared and were actively applied in the USA. The In-Store Pickup is an acquisition system where the search for selection and payment for the goods are performed online on the site of the company, but the goods are taken by the purchaser at the nearest retail sales outlet of the seller. The Drive-In is an acquisition system similar to the In-Store Pickup system with one difference that the purchaser may obtain the goods ordered both at retail sales outlets (at drive-through windows) and at specialized stores, not even leaving his car. These systems provide for considerable time saving and are particularly popular in the Wal-Mart Network. The French Auchan, Carrefour, E. Leclerc retail networks that suffered considerable profit reduction in 2008 actively tested the Drive-In Form. The British Tesco network also re-equips its shops network adding In-Store Pickup client servicing zones to them¹.

The retail networks on the established multiformat markets actively use the differentiation concept. The large retail networks (Wal-Mart, Safeway, Tesco), apart from the traditional trade formats, also develop «small» trade brands which offer to their clients ready food and a whole line of additional services (for example, an exclusive range of goods, children attendance etc.); trade projects with clear national «orientation» are actively developed: the Supermercado shops (Wal-Mart) offer goods designed for Latin Americans (fresh tropical fruits and vegetables, traditional Latin American foods). Diversification of the areas of activity is performed also through rendering of certain financial services by the retail networks (Tesco, Virgin and Walmart)².

Lately, the Pop-Up Store format becomes more and more popular, namely, temporary shops opening in shopping centers (including the «shop in shop» format) or non-traditional places such as campuses, car parking sites, places convenient for temporary street trade. In this format, trading requires much less costs as the goods are purchased much more rapidly and in large volumes. At the same time the companies get the opportunity to access new targeted audiences³. The Pop-Up Store format is most popular in USA and Great Britain where the first mobile version of this format was created – the London Fashion Bus project. Now the «Pop-Up Store» format begins to be more and more actively developed in

¹ The Top Global Retail Trends, August 2010 AppletonMayer electronic edition [Access mode]: <http://www.Appletonmayer.com/data/research/2010/0812/>

² Ibid.

³ Modern trade formats / Electronic resource [Access mode]: <http://www.casual-info.ru>

Eastern Europe and Russia. The Target, Limited, Brooks Brothers networks efficiently use the advantages of this format. In the conditions of crisis and total economy it has a huge potential, so it is actively used by companies such as easyJet (state-financed airlines), eBay (Internet auctions and shops), Oceanic (diving products) etc¹.

Slump in demand and reduction of real incomes of the population compel the retail networks to attract the attention of the customers using all available means, even large-scale price wars: programs of price guarantee within the framework of which the purchaser gets back the difference in price for the goods that are cheaper in other networks (Asda network); Price check service enabling the purchasers to compare the prices for the goods in the Tesco network with the prices at the shops of the immediate competitors (Sainsbury, Morrisons and Asda); price competition between the Wal-Mart and Amazon networks concerning price reduction for goods with high price elasticity, etc. So, under present-day conditions, the retail system is focused on the purchaser — customer centric retailing (CCR)². According to this system, different marketing components (range of products, services rendered to customers, pricing policy and promo-campaigns) are formed according to the needs of the client which enables to actively develop different forms of retail trade.

The trend towards saving felt by the retail networks and the manufacturers of everyday demand goods and consumer goods had also a quite noticeable effect in 2008 to 2010 on the companies operating in the format of fast food restaurant services. According to the QSR Magazine version, McDonald's, Subway, Burger King, Wendy's, Starbucks Coffee, Taco Bell, Dunkin' Donuts, Pizza Hut, KFC and Sonic were included in the top ten of the largest fast food restaurants brands³, at the same time four of them were included in the list of the most valuable brands in the world in 2010 according to the data of the Interbrand rating agency⁴, though no considerable increase in the value of the fast food restaurants brands was observed.

According to the version of the American Nation's Restaurant News magazine which studies the most innovative and promising restaurant concepts since 1994, today the main world trend is healthy nourishment in the fast casual format that is in democratic

¹ Pop-Up-Store phenomenon / Electronic resource [Access mode]: <http://www.looratme.ru>

² Customer-centric retailing — Now you know what your customer really want / Electronic resource [Access mode]: <http://www.rolandBerger.com>

³ Top 50 Quick Service Brands — QSR Magazine / Electronic resource [Access mode]: <http://www.rltrac.com/online/Blog/top-50-quick-service-brands>

⁴ Interbrand's Best Global Brands 2010 / Electronic resource [Access mode]: <http://www.interbrand.com/en/best-global-brands/Best-Global-Brands-2010.aspx>

fast food facilities, but with products specifically certified in respect of ecological purity. So today more and more often the fast food restaurant networks begin to consider salads, fruits and yogurts as an alternative to sandwiches. The largest fast food restaurant network in the world, Subway (in 2011 it included 33749 restaurants all over the world), which operates according to the franchising principle, positions itself as a healthy alternative to the standard fast food restaurant networks which is reflected in the company slogan, «Eat fresh!»¹.

For attracting clients during the crisis period, McDonald's applied a well-founded approach to price formation, reducing accordingly the portions; it extended the traditional menu including more healthy and organic products and coffee; used the adapted standardization strategy, offering milk cocktails with green tea flavor in Japan, chicken sandwiches McMahaaraja in India, «pan» rye sandwiches with bacon and «peasant» rye sandwiches with potato and garlic sauce in Ukraine, etc, yet all this did not affect the integrity of the marketing strategy of the company. At the same time the Starbucks company, with the view of maintaining the clients loyalty to the brand, conducted within the framework of the crisis management marketing strategy the «My Starbucks awards» loyalty program which provided for certain privileges such as free tea, coffee, syrup and milk, Wi-Fi access at certain times, participation in exclusive actions etc. Starbucks also actively cooperated with social networks, involving the persons registered in the networks in the promo-actions². KFC (Kentucky Fried Chicken) came to success due to services differentiation, offering, for example, ready dinners for picnics. After having expanded in the world markets, KFC became the most popular fast food in China and expands further in India³.

Looking into the marketing strategies of the companies under crisis conditions on the financial services market, it should be noted that during the last two years the Chinese banks and financial groups became leaders in the world financial institutions brands rating according to the 2010 TOP-100 BrandZ rating scale of the Millward Brown company, leaving behind in respect of the brand value the Western and American financial companies. The top five of the post-crisis year of 2010 included: the leader, the Industrial Commercial Bank of China (ICBC), then HSBC, Bank of China and China

¹ Subway overthrows McDonald's from the throne of the largest restaurant network on the planet / Electronic resource [Access mode]: <http://sd.net.ua/2011/03/08/subway-svergla-mcdonalds-s-trona-krupnejshej.html>

² Kolkunova K., Crisis management café of Starbucks. Expert on-line electronic edition/[Access mode]: <http://expert.ru/dossier/companies/140370/>

³ KFS marketing strategies / Electronic resource [Access mode]: <http://ru.scribd.com>

Construction Bank (CCB). For the first time the TOP-10 of the most valuable world banks included the ICICI Bank of India – in 2010 it took the 45th place in the TOP-100. The American Express (AmExp) company suffered serious brand value decrease in 2010 (table 5).

*Table 5. Rating of the world financial brands in 2010**

	Brand	Brand value, billion dollars	Change in brand value 2009–2010, %	General growth rate (2 years), %
1	ICBC (China)	43,927	+15	+11
2	Visa (USA)	24,883	+52	NA
3	HSBC (China)	23,408	+23	+6
4	Bank of China (China)	21,960	+4	+3
5	China Construction Bank (China)	20,929	–8	+3
6	Wells Fargo (USA)	18,746	+16	-5
7	Santander (Spain)	18,012	+12	+7
8	RBC (Canada)	16,608	+12	–2
9	Bank of America (USA)	16,393	+6	–15
10	ICICI (India)	14,454	NA	NA

*Adapted on the basis of «Millward Brown Optimor's 2010 BrandZ TOP 100 Most Valuable Global Brands Ranking»¹

Growth of value of the Chinese banks brands in 2010 demonstrated the beginning of the post-crisis expansion. The principal strategy of the Chinese business model was creation of a multilevel distribution network where most important were the product functionality and price. The ICBC bank which controls the fifth part of the banking sector of China has 19 thousand branches with 375 thousand employees. The ratings reflect high profits of the bank as well as the high liquidity level. In 2009 the General Motors Corporation (USA) and SAIC Motor Corporation Limited (China) announced creation of a joint-venture outside China (Hong Kong) and signed a credit agreement with the ICBC. This agreement furthered the increase in capitalization of the ICBC brand. In April of 2010 the ICBC and the

¹ Millward Brown Optimor's 2010 BrandZ TOP 100 Most Valuable Global Brands Ranking // Electronic resource [Access mode]: <http://www.millwardbrown.com/Home.aspx>

World Gold Council entered into a strategic partnership for furthering the development of the Chinese gold market¹.

The bank successfully realized the principal provisions of the reforms promotion and development strategy by way of management structure correction, distinct development along the innovations implementation lines, services differentiation, increasing the efficiency and risk control quality, focus on technologies and human capital. The strategic plans for future development are based on increasing the global presence and offering complete range of services on the international markets; in 2010 ICBC opened almost 200 foreign branches and subsidiaries in 27 countries all over the world and provided for coordinated growth on the home and international markets².

HSBC is one of the largest banking and financial institutions in the world. The international network of HSBC includes about 7500 branch banks in 87 countries on the territory of Europe, Asia-Pacific region, North and South America, Middle East and Africa. HSBC services more than 95 million foreign clients and positions itself as the «Local bank for the whole world»³. In the recent years HSBC was granted the following awards: the best Internet-bank for physical persons, the most valuable brand in the sphere of financial services, 1st place in the TOP-1000 «Best world bank» rating, the best bank in respect of risk management. In accordance with its philosophy, HSBC develops its work in each country based on local values⁴.

The Chinese banking institutions not only announce the brand values, but also implement reliability, innovations, ease in actions, design and management principles. Today the Chinese banking brands are balancing between emotionality and rationality, focusing more and more on emotion. The Chinese brand managers insistently master the achievements of their Western colleagues, use the best strategies of the leading world financial institutions and become serious competitors for foreign companies both on the home and international markets.

Santander Grupo is the largest financial and crediting group in Spain, the financial institutions of the company are present practically in all countries of Central Europe and Latin America. The current banking group format results from multiple mergers and acquisitions: Santander, as a rule, increases its presence in countries with distinct growth prospects. The ramified network of branches in Latin America that is rather isolated from the economic crisis was one of the causes of

¹ Chinese accent of the banking branding / Prostobankir electronic edition [Access mode]: http://www.prostobankir.com.ua/marketing_reklama_pr/

² ICBC official website. Electronic edition. [Access mode]: <http://www.icbc-ltd.com/ICBCLtd/en>

³ Chinese accent of the banking branding / Prostobankir electronic edition [Access mode]: http://www.prostobankir.com.ua/marketing_reklama_pr/

⁴ HSBS official website. Electronic edition. [Access mode]: <http://www.hsbc.com/1/2/>

the increase in the value of the Santander brand by 12 %. In 2010 Santander continued to use the geographic diversification strategy by way of mergers and acquisitions. Within the framework of this strategy Santander: acquired from an Irish bank (AIB) 70 % share in the capital of Zachodni WBK (Poland) which controls 4,7 % of the Polish crediting market, holds the third place by the number of branches and fifth place by the assets; in Great Britain it acquired 318 branches of the Royal Bank of Scotland; 4,3 billion dollars worth auto credits at HSBC; 173 branches in Germany from the Swedish SEB bank for 555 million euro, bought from the Bank of America a share in the Mexican Santander bank for 2,5 billion dollars¹.

In USA and Great Britain, the large retail networks, such as Tesco, Virgin and Walmart, availed themselves of the loss of confidence in banks by their clients. Today, the global retail networks constitute a serious threat for banks, as they have large client bases, ramified distribution channels in convenient places and, which is the most important, the confidence of the consumers. Objectively the retail networks focus on transactional services and credit cards. Such competitive pressure forces the banks to improve the servicing of the existing clients.

The principal credit card brands, Visa and MasterCard, showed an increase in the brand value by 52 % and 57 % correspondingly by the end of the crisis, which was caused to a large degree by the global move from cash settlements to settlements with credit and debit cards as well as the increase in volumes of online purchases. The Visa Inc Company is the largest electronic payment network in the world with the transaction volume that amounted to 5200 billion dollars in USA in 2010. The increase in the value of the Visa brand was caused also by: realization of the global presence strategy (the cards are accepted at tens of millions of sales outlets and in 1.8 million automatic teller machines in more than 200 countries all over the world); focusing on products and services development: – apart from performing payments in retail institutions, Visa provides for obtaining money almost in any place of the world, using the cards for electronic commerce; active use of innovational and up-to-date mobile technologies in the electronic payment system; adapted standardization strategy taking into account demographic and geographic features of the targeted foreign markets².

While Visa and MasterCard are used as intermediaries by the banks in the process of rendering their services, American Express works immediately with its clients. Drop in the value of the American

¹ Frantic Santander. Vedomosti electronic edition. [Access mode]: http://www.vedomosti.ru/newspaper/article/245531/neistovyy_santaner

² Visa official website. Electronic resource. [Access mode]: <http://corporate.visa.com/about-visa/>

Express brand was caused by inopportune adjustment of the market segment (focusing on the consumer market segment with high revenue level which considerably suffered during the economic recession)¹ and accusation of the company in violating the antitrust laws of USA². Claims to the American Express payment system were connected with the fact that the company restricted its partners (banks and retailers) in using the services of the competitor companies which deprived them of eventual discounts and special offers.

The BrandZ 2010 TOP-100 Rating of the world most valuable brands rendering services in mobile communication includes operators such as China Mobile (China), Vodafone (Great Britain), Verizon Wireless (USA), AT&T (USA), Orange (France), T-Mobile (Great Britain), NTT DoCoMo (Japan), Movistar (Spain), Telcel (Mexico) and O2 (Germany)³.

In 2010 there was no sharp value reduction for the brands rendering services in mobile communication. This was furthered by increasing demand for such services on the markets of the developing countries: the value of the Movistar brand (Spain) increased by 14% due to the strong position of the company in Latin America and its exclusive relations with the iPhone of Apple. The Mexican Telcel company was also included in the TOP-100 rating of BrandZ due to increasing volume of services on the sufficiently large home market and creative communication policy.

Diversification of services plays an important role in the revenues of mobile operators the subscribers' base of which is close to saturation. Today the mobile communication is associated with such concepts as SMS, access to Internet, electronic mail, games, photo and video, MMS, detection of the subscriber's place of location etc. Verizon Wireless (USA) achieved an increase in the brand value by 39% due to leadership in 3G technologies, the trends of which are surfing in Internet, multimedia, reduction of downloading time. Networks all over the world benefited considerably by the increase in the data transfer using smartphones and by cooperation with their manufacturers. Exclusive relations with iPhone were conducive to increasing the value of the AT&T brand by 18%, Orange, O2 operators also successfully profited by cooperation with smartphone manufacturers. T-Mobile achieved value increase by 20% due to positioning itself as dynamic and young as a result of a social campaign in mass media. The impact of smartphones on the

¹ USA authorities bring an action against the American Express / Rosbalt Business electronic edition [Access mode]: <http://www.rosbalt.ru/business/2010/10/05/777829.html>

² Gladchenko A. Marketing wars on the credit cards market / Biztimes electronic edition [Access mode]: <http://biztimes.ru/index.pxp?artid=937>

³ Millward Brown Optimor's 2010 BrandZ TOP 100 Most Valuable Global Brands Ranking // Electronic resource [Access mode]: <http://www.millwardbrown.com/Home.aspx>

development of the mobile operators' market development will increase further, especially after the debut of Google in mobile business with its open Android platform¹.

Competition in delivery of functional advantages has practically led to commoditization (depersonalization) in the clients servicing issues, the considerable part of operators worked focusing on better quality of price formation structure: in USA, there was a move from long-term contracts to advance payment, in Great Britain the operators offered reduction of the by-the-minute pay. The recession slightly slowed down the trend of mobile communication operators moving to services bundling within the «Quad Play» package which combines the mobile phone, the stationary phone, the TV set and the broadband communication².

So, the basic marketing strategies on the world services markets in the period of crisis were: (table 6).

*Table 6. Marketing strategies of international companies on the world services market**

Company	Marketing strategy (marketing technologies)	General effectiveness of the strategy
Retail trade sector		
Walmart	Strategy of markets diversification; strategy of horizontal services and servicing formats diversification; strategy of adapted standardization	successful
Amazon	Strategy of horizontal diversification by way of market and assortment expansion and use of new sales technologies; sales channels optimization; successful communication policy.	very successful
Tesco	Strategy of maintaining positions on developed markets; strategy of horizontal services and servicing formats diversification; strategy of vertical integration.	conditionally successful
ALDI	Strategies of vertical integration and markets development; strategy of reduction of expenses; distinct positioning.	very successful

¹ What changed in 2010?..What's next in 2011? Electronic resource. Roland Berger Strategy Consultants official website. [Access mode]: <http://www.rolandberger.com/>

² Ibid.

Company	Marketing strategy (marketing technologies)	General effectiveness of the strategy
Fast food restaurants sector		
McDonald's	Strategies of existing positions enhancement on the traditional markets; strategy of horizontal diversification by way of markets expansion and adapted assortment standardization.	successful
KFC	Strategies of horizontal diversification by way of markets expansion in developing countries, services diversification and adapted assortment standardization; successful communication policy in social networks.	successful
Pizza Hut	Strategies of horizontal diversification by way of markets expansion in developing countries and adapted assortment standardization.	successful
Starbucks Coffee	Strategy of position enhancement and strategy of product development on traditional markets; successful communication policy in social networks.	successful
Financial services sector		
ICBC (China)	Strategy of concentrated growth on the home market; strategy of product development; strategy of horizontal integration.	successful
Visa (USA)	Strategy of global presence; strategy of product development and adapted standardization.	very successful
HSBC (China)	Strategy of global presence; strategy of product development.	successful
Santander (Spain)	Strategy of geographical diversification; strategy of product development	successful
ICICI (India)	Strategy of integrated growth; strategy of product and market development.	successful
American Express (USA)	Strategy of concentrated growth.	conditionally successful
Sector of mobile communication operators		
China Mobile	Strategy of maintaining market positions.	conditionally successful
Vodafone	Strategy of global presence; strategy of integrated growth on world markets.	conditionally successful
Verizon Wireless	Strategies of horizontal diversification and integrated growth.	very successful
AT&T	Strategies of horizontal diversification and integrated growth.	very successful

Company	Marketing strategy (marketing technologies)	General effectiveness of the strategy
Movistar	Strategy of market development; strategy of horizontal diversification	successful
Telcel	Strategy of position enhancement on the home market.	successful
O2	Strategies of horizontal diversification and integrated growth.	very successful
T-Mobile	Strategy of horizontal diversification; successful communication policy.	very successful

So, the most successful in the sector of retail sales and everyday demand goods proved to be the strategies of horizontal diversification by way of markets and assortment expansion which were developed by the companies taking into account «considerable advantages» such as the use of new sales technologies and optimization of sales channels (Amazon), distinct positioning and reduction of expenses (ALDI). In the sector of fast food restaurants the companies used mainly the strategies of position enhancement and product development on traditional markets; strategies of horizontal diversification by way of markets expansion in developing countries, and strategies of adapted assortment standardization. In the sector of technological products, the strategy of horizontal diversification by way of release of new technological products, the strategy of conglomerate diversification and considered vertical integration strategy were used very successfully.

Evidently, very successful in the financial services sector were the strategies of global presence, product development and adapted standardization, concentrated and integrated growth on the home market (for companies in China and India). In the sector of mobile communication operators services, strategies of horizontal diversification and strategies of integrated growth by way of cooperation with the smartphones manufacturers were used very successfully.

Conclusions

Irrespective of the differences in international marketing strategies in different sectors of the world economy, the common aspects of their development are the analysis of global trends in the industry development, taking into account the needs of the society and corporative social responsibility, efficient and efficacious use of

marketing communications, organization of advertizing campaigns taking into account the possibilities of the social media. The well-founded crisis management marketing strategy enabled many companies to come to success in the markets and maximize the financial results of their activity in the turbulent global environment conditions.

The international marketing practice shows the high variability of approaches to forming international strategies. Each company tends to take into account the success factors peculiar to them only: the business activity specificity, resources available, characteristic features of the state of the market etc. In the conditions of tough international competition, the international companies begin to use more and more intensive and aggressive forms of marketing activities: on the global markets, the companies use more and more frequently advanced marketing technologies providing for development of creative corporative strategies of marketing behavior which is conductive to forming an original competitive image of the economic entity, a corporate management style, specialized product and market strategies peculiar exactly to the given company.

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This article was received by the editorial board on 03.03.2012